

COMMUNITY HEALTH IMPROVEMENT STRATEGIES

2020-2022



MIAMI VALLEY HOSPITAL SOUTH

Miami Valley Hospital South is part of Premier Health, the largest private, nonprofit, comprehensive health care system in Southwest Ohio. Miami Valley Hospital South is committed to improving the health of the communities it serves with high quality, cost-competitive health services. Miami Valley Hospital South is located in Centerville, Ohio. It offers emergency care, maternity care, a spine and joint center, sports medicine services, comprehensive cancer center, and much more. It has earned Advanced Disease-Specific Care Certification for Acute Stroke Ready Hospital from The Joint Commission and the American Heart Association/American Stroke Association.

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 Miami Valley Hospital South are Greene and Montgomery Counties in Ohio.

Prioritization of CHNA Community Health Needs

Criteria for Prioritizing

The priorities for Miami Valley Hospital South 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 September 18, 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, Miami Valley Hospital South'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.

Participants at the September 18, 2019 meeting included:

- Joann Ringer, Vice President and Chief Operating Officer
- Catherine Hall, Vice President, Operations and Associate Chief Nursing Officer
- Yonathan Kebede, Vice President, Hospital Operations, Miami Valley Hospital (MVH)
- Jenny Lewis, President, MVH Foundation
- Walter Burnell, Oncology Integrated Services, Miami Valley Hospital South (MVHS) Cancer Center
- Mary Jackson, Director, Medical Imaging, Miami Valley Hospital
- Steven Bower, Nurse Manager, Emergency Department
- Beth Larsen, Trauma Program Manager
- Cristlyn Johnston, Director, Non-Clinical Operations
- Stephanie Carter, Manager, MVHS Patient Access
- Mark Weaver, Manager, Perioperative Services, MVHS Surgery
- Roopsi Narayan, Director, Fidelity Health Care
- Colleen Smith, Director of Substance Abuse Services, Samaritan Behavioral Health Inc.
- Jason Bang, Nurse Manager, MVHS Orthopedic Services
- Bethany Hanenkrat, Nurse Manager, MVHS Patient Care Unit
- Heather Daum, Nurse Manager, MVHS Patient Care Unit
- John Eckelberry, Director, MVH Nutrition
- Vanessa Sandarusi, Director - MVH RIO/Neurosciences
- Laura Gottron, MD, Physician
- 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. Joseph Allen, Family Physician
- Dr. Marc Belcastro, Chief Medical Officer and VP, Medical Affairs
- Diane Ewing, Chief Liaison-CEO and VP, Government Affairs
- Cathy Hall, VP, Operations, Miami Valley Hospital South
- 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
- Amanda Musser, Nursing Director, Obstetrics, Miami Valley Hospital South
- 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
- Colleen Smith, Samaritan Behavioral Health Inc.
- 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.

ACCESS TO CARE/SERVICES AND CHRONIC DISEASE

Community Health Voucher Program

- **Sponsor:** Roopsi Narayan, Director, Premier Community Health and System Community Benefits
- **Budget:** \$51,000 is projected for 2020-22 cycle, shared among 3 hospitals
- **Metrics:** For the 3-year period, a projected 183 women will be served by the Community Health Voucher Program among Miami Valley Hospital, Miami Valley Hospital North, and Miami Valley Hospital South. Expanded eligibility for BCCP impacted the number of women who needed to utilize Good Samaritan Hospital Foundation funding. However, the same women who enrolled in BCCP will likely need this coverage next year, since the BCCP only covers bi-yearly screenings. The Miami Valley Hospital Foundation also funds this program. In 2020, the Program Coordinator and Community Engagement Specialist began negotiating additional services that can be covered by this funding. They are in the process of determining how to refer and cover clients for services at the High-Risk Breast centers (Miami Valley Hospital South and Miami Valley Hospital North). There has also been discussion about the feasibility of using these funds to offset the costs of prosthetics and other needed items for women who have mastectomies. These projects are new and ongoing, but it is anticipated that they will lead to a higher utilization of this funding.
- **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 Good Samaritan Hospital Foundation, the Miami Valley Hospital 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

Oncology Exercise Program

- **Sponsor:** Cathy Hall, Vice President, Operations and Associate Chief Nursing Officer, Miami Valley Hospital South
- **Budget:** \$35,000 annually
- **Metrics:** Pre- and post- physical fitness parameters (aerobic capacity, muscular strength, muscular endurance, body composition) as well as psychosocial parameters are tracked. The psychosocial component evaluates depression, anxiety, quality of life, and cancer-related fatigue. As part of the exercise prescription, the patient's MET level is monitored. MET levels (metabolic equivalents) correspond to Activities of Daily Living.
- **Health issue:** Exercise assists in cancer recovery.
- **Intervention's goal:** The goal is to return the cancer survivor to their pre-cancer diagnosis functional status, or better. The target is for a patient to reach 2 MET levels from inception of program to graduation.
- **Description:** The Oncology Exercise Rehab program was designed specifically for those diagnosed with cancer. In a group setting, certified instructors tailor the classes to the patient's individual needs and abilities. Pre- and post-assessments measure strength,

endurance, cardiorespiratory fitness, flexibility, and body composition. It is a 12-week, twice-a-week, program.

Background: The program is offered at no charge due to the generosity of the local community. Data from the first cohort reflected positive significant differences for every patient in most parameters, both physical and psychosocial, based on the pre- and post-assessments. Many patients presented with a MET of 2-3 and graduated with a MET of 4-6+.

- **Partners:** Maple Tree Cancer Alliance, St. Leonard, Upper Valley Medical Center, Miami Valley Hospital North, Atrium Medical Center, Dayton Physicians, and Miami Valley Hospital Foundation

The Daily Mile

- **Sponsor:** Roopsi Narayan, Director, Premier Community Health and System Community Benefits
- **Budget:** \$9,750 initial investment. In-kind donated labor equivalent to 0.28 FTE each year for 3 years.
- **Metrics:** Expansion to at least two more school districts in the region
- **Health Issue:** Healthy Behaviors
- **Intervention's Goals:** The goal is to present physical activity as an important opportunity that shapes health, development and future physical activity behavior in children. Children will experience higher levels of fitness, lower body fat, and stronger bones and muscles with an increase in physical activity levels.
- **Description:** Regular physical activity also benefits the mental and social health of children. The Daily Mile is a wellness intervention developed in Scotland, designed to increase physical activity levels during the school day by encouraging children to participate in a jog or run, at their own pace – with walking kept to a minimum. The Daily Mile objectives coincide with Healthy People 2020 objectives — to target younger children through physical activity in childcare settings.
- **Background:** The Daily Mile currently influences physical activity behavior at four schools, positively affecting 340 students during the 2019-2020 school year. The Daily Mile was developed in 2012 and primarily featured in Scotland and England schools; however, its positive impact on the children resulted in participation from over 10,943 schools and nurseries worldwide and 2,309,784 students. Premier Health and the involved partners introduced the first Daily Mile pilot program in 2018. The pilot program resulted in a 52.7% participation rate in which 80% (of the students participating) demonstrated growth in their level of endurance. The success of The Daily Mile can be credited to the partnership between the organizations and the school's educators. Premier and the community agencies involved with the project continue to work to expand the program within local school districts.
- **Partners:** Dayton Children's Hospital; Public Health Dayton & Montgomery County; Five Rivers MetroParks; Centerville City School District; Miamisburg City School District; and Centerville-Washington Park District

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

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.