

Kettering Health Greene Memorial

Implementation Strategies 2023 – 2025

### Mission & Vision

#### Our Mission:

To improve the quality of life of the people in the communities we serve through health care and education.

#### Our Vision:

Kettering Health (KH) will be recognized as the leader in transforming the health care experience.

#### Our Values:

* Trustworthy
* Innovative
* Caring
* Competent
* Collaborative

### Community Served

Greene and Clarke Counties in Ohio

### Prioritized Community Health Needs

*Priorities*

*The priorities for Kettering Health Greene Memorial are the top community health needs identified in the Community Health Needs Assessment (CHNA):*

*Need Priorities Listed*

1. Increase access to services in order to improve equitable outcomes for the region’s top health care needs: behavioral health, cardiovascular disease, dental, vision and maternal/infant health.
   * cardiovascular conditions
   * mental/behavioral health
   * lung/respiratory health
   * dental
   * maternal health
   * vision
   * prevention
2. Address access to and use of resources for food and housing, with a focus on the development and strengthening of partnerships between providers and community-based organizations.
3. Strengthen workforce pipeline and diversity, including cultural competence within the healthcare ecosystem

*Significant Health Needs to be Addressed*

*Implementation Strategies, listed on the following pages, address all the above prioritized health needs.*

*Significant Health Needs Not Addressed*

*Not applicable.*

*Process for Strategy Development*

*Jonathan Duffy, Executive Director of Mission and Ministry and Molly Hallock, Program Coordinator, Community Benefit convened internal stakeholders to ratify the priorities and to develop strategies. Strategies were discussed in several meetings to identify best-practice and evidence-based responses for each priority area. Preferred strategies also:*

* *Increased or leveraged connections with community-based organizations,*
* *Reflected the values and best practices of Kettering Health, and*
* *Promoted alignment and integration with state and local public health priorities.*

*Listed below are the meeting date ranges and attendees.*

*March 2022-October 2022*

*Fred Manchur, CEO, Kettering Health*

*Michael Mewhirter, CFO, Kettering Health*

*Timothy Dutton, EVP, Mission, Brand and People*

*Daniel Tryon, President, Soin Medical Center & KHGM*

*Jared Keresoma, VP Operations*

*Aimee Fahey, VP Patient Care*

*Erik Christensen, Director of Business Operations*

*John Nafie, Director Greene Medical Foundation*

*Charles Watson, CMO*

*Jonathan Duffy, Executive Director Mission and Ministry*

*Molly Hallock, Community Benefit Coordinator*

*Laurie Jakoplic, Manager Community Outreach*

*The hospital committee finalized its implementation strategies in October 2022. Senior leaders at the hospital approved final versions before presenting the implementation strategies to the Board of Directors in November 2022.*

*Several strategies are contingent on community involvement and partnerships for their eventual success. Hospitals traditionally have not sought to share responsibility for health outcomes with external partners. There is a degree of uncertainty about exactly how the collaborations will develop, but the potential of broad-based and tangible improvements is worth the risk. This level of sharing is the only path forward to improve impact for individuals and for the health of community. With robust community partnerships, another advantage will be the ability to respond as new emerging issues surface.*

Description of Strategies

A table with more details is provided on pages 5-7. It includes information about measuring impact, timing, resources, and collaborating partners to accomplish the activities.

Support for Good Neighbor House

Good Neighbor House is an established faith-based nonprofit serving Dayton for nearly 30 years with a full range of health and human services. It serves more than 15,000 households annually through its medical & dental clinics, vision screenings, food pantry, and wellness education programs. Hospital leaders assist with development efforts and serve as volunteers. A recent renovation added 2600 sq. ft. with the medical & dental clinics separated and expanded to 6 exam rooms each, and where Soin Family Medicine residents will perform ambulatory medical services.  A free pharmaceutical dispensary with 200-300 medications is available on-site. The clinic nurse also has access to four databases including Kettering Health’s to obtain medications if needed by a patient. GNH has partnered with Labcorp to offer a variety of chronic disease related labs free of charge including lipid, A1c and blood counts. Kettering Health provides ongoing financial support to GNH.

Cancer Support Group

Due to the growing number of cancer cases and the impact that has on our communities and healthcare systems the KH oncology service line offers Cancer Support Groups that meet monthly. Kettering Health Dayton provides meeting space and KH oncology service line provides all of the labor/staffing, refreshments, materials and in-kind funds to operate the Cancer Support Group. The support group is open to anyone and is offered both in person and virtually.

Tobacco Cessation – Community

Tobacco use is a public health crisis causing harmful effects to both users and those around secondhand smoke. Kettering Health Community Outreach will take tobacco cessation referrals and connect those individuals to available resources free of charge. There are many free programs in the Dayton area that can help you quit tobacco. These programs will take you through the quitting process, provide nicotine replacement therapy, and support you so you can quit for good. All programs address e-cigarettes/vaping and are held virtually unless otherwise indicated.

OneFifteen

OneFifteen is a new nonprofit health initiative. It is dedicated to the full and sustained recovery of people suffering from opioid addiction. Its campus will expand treatment options in the region, and it will have a treatment center (inpatient and outpatient), rehabilitation housing, and wrap-around services. Kettering hospitals will make referrals, and are partners with Premier Health Partners. Kettering Health has committed $2 million in 2023 and $1.5 million in 2024.

Work Force Development

We aspire to create a program that will benefit vulnerable communities in neighborhoods where KH hospitals are located. This program will be established in partnership with the Advent Health-sponsored program in Tampa, Florida, B.E.S.T Academy Leadership Program. Goals include 1) Identifying and recruiting talented 10th-12th graders from communities with high health disparities and under-represented in the health profession by year three of the program. 2) Equipping and empowering students for academic, professional and life skills by improving their self-efficacy. 3) Generating interest in pursuing/considering health science-related careers.

Kettering Health Community Outreach

We are dedicated to excellence and to providing everyone the most appropriate care in the most appropriate setting. In the spirit of the Seventh-day Adventist healthcare ministry, we strive to be innovative and to convey God’s love in a caring environment. This includes an emphasis on living a healthy lifestyle, providing preventive care, and treating the whole person in mind, body, and spirit. Community Outreach provides opportunities for education and screenings. Some of the many outreach programs that will be offered are:

**Awareness booths** Available in a variety of topics including chronic disease, stress management and nutrition.

**Presentations** Kettering Health Community Outreach offers a variety of topic expert speakers to motivate and educate the community to achieve and maintain their best health. Presentation are offered both in-person and virtually.

Executing these programs in partnership with:

Declare

Declaring God’s glory by uniting the church to transform communities. Pray together, rally church’s, equip leaders, partner people, go serve. It is time for the Church to get outside the walls and bring the Good News of Jesus into every last corner of our neighborhoods, homes and workplaces! We unite to go and serve our communities as an expression of the goodness of God that leads into a conversation of the Good News of Jesus Christ—to God be the glory!

Miami Valley Leadership Foundation-Build Healthy Communities

Hope4Community is where community leaders and neighbors join together to transform a community. A Hope4Community pursues what we call “joint initiatives,” making a communities’ heavy needs lighter by lifting them together. Everyone employs their giftings and qualifications together, in unison, transforming individual effort to real, collaborative change.

Behavioral Health Support Model

The Behavioral Health Support Model has been instituted across Kettering Health. Its purpose is to support both the psychiatric patient population as well as the clinical staff caring for them in an acute care setting. Specialized staff will provide education to the patient utilizing therapeutic communication while incorporating de-escalation techniques and positive coping skills to prevent instability. The approach includes a Behavioral Health Assessment Team; a dual-certified Advanced Practice Provider; a Psychiatric Nursing Supervisor; and Mental Health Technician Safety Partners. Behavioral health assessments can occur at the hospital or via telehealth. Chemical dependency assessment would occur in the ED. The ED would be able to make referrals to treatment providers. The outcomes would be shorter wait times for assessments, reduced time spent in the ED, fewer unnecessary admissions, reduced readmissions, improved access to treatment, and more safety for patients and staff.

Intensive Outpatient Program

Kettering Health Behavioral Health Center offers the only Intensive Outpatient Program (IOP) in the Dayton area for first responders. This specialty program focuses on first responders suffering from PTSD, providing them with specialty care when they need it most

Rural Health Initiative

There are few pathways to rural health in residency programs, with fewer than 10 in the country and only one other program within Ohio. There is enthusiasm for the new program, with more than 30 providers – including 15 physicians – wanting to join. A geographically diverse pool of residents is applying.

HerStory

HerStory is an addiction recovery housing program for women, based in Xenia, Ohio. It can accommodate six women at one time. The Director of Nursing is an active member of the Board, donating at least 35 hours annually. The founder purposefully located the house three doors from Kettering Health Greene Memorial. The board meets every other month at Soin where meals are provided. Office space inside KHGM and financial support is also provided.

Community Health Worker

Certified community health workers will work with high encounter patients to close the loop on social service needs including SDOH. We will leverage the newly awarded CHW training grant through Kettering College to train individuals from under-represented neighborhoods with high health disparities.

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| **Priority**  **Issue(s)** | **Strategy** | **Evaluation of Impact** | **Financial** | **Staffing** | **Timing** | **Collaboration** |
| Behavioral Health | 1)Cancer Support Group: Group meets monthly. KHDO provides meeting space; KH oncology service line provides staffing, refreshments, materials and in kind donations. | 1) Attendance at monthly meetings. | 1) Monthly value of in-kind donation of space, materials and refreshments is $200. In kind value of time is $5,000/year | 1)Manager of Cancer Support Services dedicates about 0.05 of her time. | 1)Ongoing. | 1) Parenthood Ministries; Oncology Service Line, KHDO |
| Access to Care/Services/Housing/Food/Dental | Good Neighbor House: Support for agency, which provides food pantry, clothing, household items, dental services, and Chantix for tobacco cessation. Residents practice family medicine for outpatient care. | # families/individuals served annually | Financial and in- kind support. Annual EPIC support is $34,899. In kind +$200,000/year. Residents + attending $11,600/year+ $52,000/year | 2 FTE 2 half days/week  1 Attending 2 half days/week | Ongoing | Good Neighbor House, Soin Family Practice Residents |
| Behavioral Health/Access to Services | 1)KH Community Outreach; Stress Management Program with a focus on disease prevention and positive behavior management. Train the trainer model.  2)Participation in Hope4Xenia with a focus on health-related initiatives | 1)# of program offered  2)Local health related project | 1)$5,000/year for partner organizations to implement program. In kind; $30,000-60,000/year  2)$5,000/year for partner organizations to implement program. In kind $30,000-60,000/year | 0.5 to 1.0 FTE | Pilot in 2023 | 1)Declare, KHBHC, CBO’s.  2)Miami Valley Leadership Foundation |

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| **Priority Issue(s)** | **Strategy** | **Evaluation of Impact** | **Financial** | **Staffing** | **Timing** | **Collaboration** |
| Access to Care/Services | Rural Health Initiative: Residency program for rural PCPs. Three (3) residents are trained on rural health and work in community health centers. | # of patients seen by residents.  *1st year - 150 visits*  *2nd year - 500 visits*  *3rd year - 1,000 visits*  *Total = 1,650 or more*  *Electives in rural* | Value of residents' labor | N/A | First completed residency 2024. | Greene County Health District. Community-based clinics in Jamestown, Xenia, Yellow Springs, and Cedarville. |
| Behavioral Health | 1) Tobacco Cessation: Connect community members, including patients to tobacco cessation programs and resources | 1) # of people referred to programs | 1)In kind $15,600/year | 1) 0.25 FTE shared in community outreach | 1) Ongoing | 1)ADAMHS; BecomeAnEx American Lung Association, Ohio Department of Health, Public Health Dayton Montgomery County |
| Workforce Development/Cultural diversity | Best Program-workforce pipeline addressing systemic barriers | # of students participating in program | $200,000 first year, $100,000 year 2 and 3  Value of staffing time | To be determined | Exploratory Pilot in 2023 | Local schools |
| Substance Abuse | Addiction Treatment: Referral of Medicaid-eligible patients to OneFifteen's inpatient, outpatient, and/or housing initiative, and cooperation with GROW's Rapid Response Team. | # people served in Inpatient Residential  # people served in OneFifteen Living  # people served in Outpatient Services  # Narcan Kits distributed  # telehealth sessions conducted | $2 million in 2023  $1.5 Million in 2024  In-kind donation is $8,605. | KH executives donating time, and a VP, CCO, CAO, CFO and RN serve on Board. | Ongoing | Verily-OneFifteen, Premier Health Partners, Samaritan Behavioral Health, Inc., GROW team from Montgomery County Sheriff's Dept. |

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| **Priority Issue(s)** | **Strategy** | **Evaluation of Impact** | **Financial** | **Staffing** | **Timing** | **Collaboration** |
| Mental Health, Substance Abuse | 1)Support of HerStory,  addiction recovery house for homeless women in Xenia.  2) Behavioral Health Support Model: Telehealth option for all BH patients entering the hospital (each location in network)  3) Expansion of IOP with focus; First Responder Program/IOP | 1) 6 women can be housed at one time.  2) Caseload  3) # of programs/participants | 1) Financial and in-kind support; $5,347  2) FTE’s  3) Program costs | 1)Director of nursing serves on board; Office space at KHGM is provided; Meeting space and lunch is provided by Soin  2) 1 FTE  3)1 FTE | 1) Ongoing  2) Ongoing  3) Exploratory Expansion 2023 | 1) HerStory, KHGM, Soin  2)Soin/KHMBC  3)First Responders |
| Access to Care/Services/Food/Housing | Community Health Worker: Certified CHW’s work with patients to close the loop on social service needs; SDOH | Caseload of CHW  # Pathways Closed | The value of the CHW team-$55,000/per 1/per year | 1 CHW/FTE | Start in 2023 | GDAHA Pathways HUB; Kettering College |

#### Accountability

The Hospital President will be responsible for ensuring progress on the measures used to evaluate the impact of each strategy. Periodic updates will ensure strategies stay on target. Annually hospital executive and board members will receive progress reports.

*11 / 3 / 2022*

##### Date approved by Kettering Health Board of Directors