

Kettering Health Washington Township

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

Montgomery County in Ohio

### Prioritized Community Health Needs

*Priorities*

*The priorities for Kettering Health Washington Township 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 of 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*

*Richard Manchur, President, Kettering Health Dayton*

*Keith Jenkins, President Kettering Health Washington Township*

*Rita Prichard, VP Patient Care, Kettering Health Dayton*

*Ronda Brandstatter, VP Patient Care, Kettering Health Dayton*

*Dr. Michael Caccamo, CMO, Kettering Health Dayton*

*William Villegas, CFO*

*Kevin Spaulding, Director of HR*

*Kelly Fackel, VP Development*

*Bonnie Baker, Director of DEI*

*Ben Carpenter, VP Strategic Operations*

*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 6-8. It includes information about measuring impact, timing, resources, and collaborating partners to accomplish the activities.

Support for Cassano Health Center and Specialty Residency Clinics

The Grandview Foundation supports the Victor J. Cassano Health Center. Cassano is home to multiple Osteopathic Family Practice Residency. A renovation will update the Cassano Health Center to increase patient capacity by 25%. Patients are: 10% Hispanic; 40% African-American; 30% Children; 48% Medicaid; 27% Uninsured; and 17% Medicare. No other health clinic in Dayton provides specialty care to the underserved. Clinics include: Internal Medicine; General Surgery, Neurology & Orthopedic Surgery.

Specialty Residency Clinics

The **Kettering Health Ophthalmology Residency** Program seeks to produce competent, compassionate, and current ophthalmologists through dedication to self-directed learning, progressive training in advanced surgical skills, and a lifelong commitment to advancement of surgical knowledge. We want to produce ophthalmologists who will improve the lives of patients and colleagues in the communities they serve. The Ophthalmology Program's multi-sub-specialty trained staff and physicians instruct the residents with the goal of achieving proficiency and excellence in services, education, and research. Over the course of their training, each resident develops competency and efficiency in the handling and use of technical equipment, surgical equipment as well as surgical lab skills under the supervision of qualified faculty and staff. Surgery is performed at KHDO. 6 residents. (2 per year). Ophthalmology residents will train Shrimpf Eye Clinic, which serves the underserved.

The **Kettering Health Obstetrics and Gynecology Residency** Program's mission is to produce competent, compassionate, well-rounded, practice-ready Obstetrics and Gynecology physicians. We train our residents with an emphasis on providing high-quality care in a community-based setting. In doing so, the program fosters the continuation of quality care of patients throughout the Kettering Health Network, Dayton, as well as the greater Miami Valley region. The program continues to strive to be a leader amongst Obstetrics and Gynecology residency programs in our region by continuously developing an up-to-date curriculum, providing outstanding academic mentorship, and fostering Quality Improvement strategies. 12 residents (3 per year). The OB/Gyn residency practices at KHWT Women’s Center.

Cancer Support Group

Due to the growing number of cancer cases and the impact that has on our communities and healthcare systems the Kettering Health 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.

Referrals to Prenatal Care from ED

If a woman is found to be pregnant when she visits the Emergency Department (ED), she will be asked if she has an OB provider. Pregnant patients without an Obstetrician will be provided a referral from the ED to a physician or FQHC to encourage timely prenatal care in the first trimester.

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.

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.

Tobacco Cessation

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.

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.

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

Infant Mortality Task Force (EveryOne Reach One)

Montgomery County and Public Health – Dayton & Montgomery County established EveryOne Reach One in 2017 to reduce the County’s infant mortality rate. Its goals are to: reduce preterm births; reduce substance misuse in pregnant women and mothers of infants; and weave social determinants of health into all strategies to reduce health disparities. Two KHN representatives serve on the Task Force. One of them is the Executive Director of Women’s and Children’s Services, who is also Board Chair for the March of Dimes. Physicians also participate in the Annual Summit. The hospital will provide Safe Sleep education to individuals and organizations

page4image52362896Tobacco Cessation – Baby & Me Tobacco Free (through Envision)

The BABY & ME – Tobacco Free ProgramTM is an evidence-based, smoking cessation program created to reduce the burden of tobacco on the pregnant and postpartum population. It provides counseling support and resources to pregnant women, hoping to improve birth outcomes as well as long-term positive outcomes for women, children, and their families. Women attend four prenatal counseling cessation sessions to receive education and support. At defined intervals, during and after the birth, they can qualify for vouchers to obtain free diapers. A smoker who lives with the pregnant woman can also enroll. Envision operates the program in Butler, Greene, and Montgomery Counties.

Help Me Grow

Help Me Grow is Ohio’s evidenced-based parent support program that encourages early prenatal and well-baby care, as well as parenting education to promote the comprehensive health and development of children. Help Me Grow includes Central Intake, Help Me Grow Home Visiting and Help me Grow Early Intervention. Hospitals pay for the benefits of five nurses who conduct home visits with new mothers. Each nurse can maintain a peak caseload of 25.

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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/Vision/Maternal/Infant Health | Special Medical Residency’s; 1)Ophthalmology    2)OB/Gyn | 1) # of individuals served at Shrimpf Eye Clinic  2) # of underserved individuals served | 1) Value of resident’s time  2) Value of resident’s time | 1,2) % of residents time  Southview Women’s Center\*\* OB/GYN # of babies/year/# visits/year/ % Medicaid  Ophthalmology-Shrimpf eye clinic on KHDO campus | Ongoing | 1)Grandview medical residency program, Shrimpf Eye Clinic  2) Grandview medical residency program, KHWT Women’s Center |
| 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 Hope4Washington Township 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** |
| Behavioral Health | 1) Behavioral Health Support Model; Telehealth option for all BH patients entering the hospital (each location in network)  2) Expansion of IOP with focus; First Responder Program/IOP | 1) Caseload  2) # of programs/participants | 1) FTE’s  2) Program costs | 1) 1 FTE  2) 1 FTE | 1) 2023  2) Exploratory expansion 2023 | 1)KHDO/KHMBC  2)First Responders |
| Behavioral Health | 1) Tobacco Cessation: Connect community members, including patients to tobacco cessation programs and resources  2)Tobacco Cessation: Refer to 1-800-QUIT-NOW and Envision for tobacco cessation for new mothers and their family members (2nd-hand smoke) | 1) # of people referred to programs  2)# smokers in Labor & Delivery.  100% receive education.  100% referred as part of discharge planning. | 1)In kind $15,600/year  2) N/A | 1) 0.25 FTE shared in community outreach  2)Responsibility of discharge planner | 1) Ongoing  2) Ongoing | 1)ADAMHS; BecomeAnEx American Lung Association, Ohio Department of Health, Public Health Dayton Montgomery County  2) Envision |
| 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** |
| Access to Care, Infant Vitality | 1) Infant Mortality Task Force: EveryOne Reach One Serve as Safe Sleep Ambassador and educator; promote March of Dimes education and Cribs for Kids program.  2) Prenatal Care: All women of childbearing age who visit ED receive a pregnancy test. If positive and they don't have an OB provider, they are referred to KHN physicians or FQHC.  3)Help Me Grow: Home visits by nurses. Parent support program encourages early prenatal and well-baby care, and education on child development. | 1) # touchpoints for delivery of Safe Sleep education and training.  2) # pregnant women identified in ED.  % of women without OB providers who receive referral.  3) Capacity for each RN to maintain full caseload of 25 clients. | 1) $7,000 value of in-kind donation.  3) $25,000 for benefits of five RNs, covered by Grandview Foundation | 1) Two KHN representatives on Task Force.  Physicians participate in Annual Summit.  3) Five RN’s | 1) Ongoing participation on Task Force's Backbone, Planning & Steering Committees; Annual Summit  3) Agreement with automatic renewal option. | 1) March of Dimes, Public Health Dayton-Montgomery County  2) Primary Health Solutions FQHCs  3) Help Me Grow pays the salaries from federal, state & county funding; Greater Dayton Area Hospital Association administers program. |

#### 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