

Kettering Health Dayton

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 and Preble Counties in Ohio

### Prioritized Community Health Needs

*Priorities*

*The priorities for Kettering Health Dayton 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 6-9. 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.

Support for Primary Health Solutions FQHC

Primary Health Solutions manages the Grandview Family Medicine outpatient site called Cassano Family Practice. A recent renovation of the Grafton building that PHS leases from KHDO added 14 resident workstations, 2 offices for attending physicians and one additional exam room. This renovation allowed the Cassano Family Practice to move in while the renovation/expansion was taking place at The Cassano Health Center. Primary Health Solutions Dayton has family medicine, integrated behavioral health, on-site dental, tele-psych and telehealth options. In addition, they offer express care open to the public for drop-in primary care. Two PHS locations, Hamilton and Middletown, offer orthopedic services from a PA from Kettering Health 1 full day a week.

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 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.

Gem City Market, Mobile Grocery & Teaching Kitchen

These initiatives are connected to the Dayton community’s heightened concern about food insecurity. Dayton is in the bottom quartile of US cities for food hardship for families with children. According to a Gallup poll, 29.4% of households have trouble obtaining healthy food. The Gem City Market is a full-service grocery store in a low-food access area. One-two monthly nutrition education programs are offered to the community utilizing the teaching kitchen and community space at Gem City Market. The Grandview Foundation partners with Gem City Market and the University of Dayton Department of Dietetics for the Culinary Medicine program to offer nutrition education for residents so they can treat and prevent chronic diseases with Food Is Medicine. Additionally, The Grandview Foundation funds various community outreach programs at The Gem City Market.

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.

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.

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

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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 Hope4West Dayton with a focus on health-related initiatives | 1)# of program offered  2)Local health related project | 1)$10,000/year for partner organizations to implement program. In kind; $30,000-60,000/year  2)$10,000/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 | 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** |
| Access to Food/Services | 1) Gem City Market: .  One-two monthly nutrition education programs open to the community. Residents to use kitchen space to learn Food is Medicine to treat and prevent chronic diseases | 1) Engage the community in health and wellness for positive behavior change.  Teaching Kitchen will have capacity for 12 participants per session.  # of residents using kitchen space | 1)$245,000 for community programming; $3400 in kind, $1800 community outreach programming | N/A | 1) Ongoing, continuation | Homefull, Gem City Market, Premier Health Partners, Dayton Children's, Greater Dayton Area Hospital Association, University of Dayton |
| Access to Care, Infant Vitality | 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 KH physicians or FQHC. | 1) # pregnant women identified in ED; % of women without OB provider who receive referral | N/A | N/A | N/A | Dr. Percy Frasier, Primary Health Solutions FQHC |
| Access to Care/Services/Vision/Infant & Maternal Health | . Special Medical Residency’s; 1)Ophthalmology    2)OB/Gyn  3) Cassano Health Center | 1) # of individuals served at Shrimpf Eye Clinic  2) # of underserved individuals served  3)# of individuals served annually | 1) Value of resident’s time  2) Value of resident’s time  3)Med Ed Salary  $250K/annually to support specialty medical services | 1,2) % of residents time  3 )# of resident/specialty;  18 Internal Med, 12 general surgery, 15 orthopedic surgery and 9 neurology.  Southview Women’s Center\*\* OB/GYN # of babies/year/# visits/year 60% Medicaid (?)  GV residency  Ophthalmology-Shrimpf eye clinic on KHDO campus | 1,2,3) Ongoing | 1)Grandview medical residency program, Shrimpf Eye Clinic  2) Grandview medical residency program, KHWT Women’s Center  3)Cassano Health Center Specialty Clinics, Primary Health Solutions, Grandview Medical Residency. |

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| **Priority Issue(s)** | **Strategy** | **Evaluation of Impact** | **Financial** | **Staffing** | **Timing** | **Collaboration** |
| 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 2023 | GDAHA Pathways HUB; Kettering College |
| Access to Care/ Services/Dental/Behavioral Health/Food | Support for Primary Health Solutions FQHC Family Medicine | # 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 | 2 FTE 2 half days/week  1 Attending 2 half days/week | Ongoing | Good Neighbor House, Soin Family Practice Residents |

#### 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