



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 residencies. 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, and Orthopedic Surgery.

Total Patient Counts:

2023

2024

2025 (YTD)

CHC NEUROLOGY	609	947	717
CHC NEPHROLOGY	190	201	12
CHC ORTHOPEDIC	912	1022	639
CHC GEN SURGERY	506	428	285
CHC INTERNAL MED	2349	2315	1966

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 at 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.

Data 7/1/2022-8/25/2025

Ultrasound and MFM at Kettering Main Campus

PGY-1 Year 918 logs

PGY-2 Year 63 logs

PGY-3 Year 43 logs

PGY-4 Year 25 logs

GYN/ONC at Kettering Main Campus

PGY-1 Year 134 logs

PGY-2 Year 157 logs

PGY-3 Year 221 logs

PGY-4 Year 214 logs

REI

PGY-2 Year 46 logs

PGY-3 Year 60 logs

There were no logs for Dr Karp.

URPS

PGY-1 Year 20 logs

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PGY-2 Year 122 logs
PGY-3 Year 213 logs
PGY-4 Year 157 logs

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.

Through eight cancer support groups: Survivors & Caregivers United monthly, Seeing God in Your, Cancer Journey, CLIMB, KCC Virtual Chemo Class, NTBCJ, Courageous Beauty, Young Women's Survivorship Series & From Cancer Patient to Survivor

2023: 400 people were served

2024: 226 people were served

2025: 113 to-date people were served

+

KH Sponsorship for Pink Ribbon Good:

2023 \$40,000

2024 \$40,000

2025 \$40,000

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.

Kettering Health provided a tool for finding a physician internal or external to Kettering Health to all women who presented in the ED pregnant and unattached.

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.

OneFifteen was closed and open through the duration of this cycle. It became an unreliable resource and then closed its doors for good in 2025.

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.

- **2023 – Programs: 202 | Attendance: 7,856 | \$558,000**
- **2024 – Programs: 753 | Attendance: 27,443 | \$314,000**
- **2025 – Programs: 639 | Attendance: 16,303 | \$250,000**

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!

2024: A total of \$90,000 in grants were awarded to 9 organizations in round 1 of funding.

- **United Rehabilitation Services**
 - **Mosaic Church (Fight Chance)**
 - **Nehemiah Foundation**
 - **Mission Addiction**
 - **Crossover Ministries**
 - **His Hope Recovery**
 - **Westwood Right Project**
 - **Impact Xenia**
 - **Big Brothers Big Sisters**
- **\$20,000 was allocated toward substance use recovery programs in Beavercreek and Miamisburg**
 - **\$45,000 was allocated toward mental health programs, QPR trainings, and relational wellbeing programs in Xenia, Clark County, the Westwood neighborhood, and Dayton**
 - **\$10,000 was allocated toward adults with disabilities providing a therapeutic environment and launching cosmic yoga**
 - **\$15,000 was allocated to immigration and refugee programs in Dayton and Clark County**
 - **\$10,000 was allocated toward mentoring youth within inner city Dayton**

2025: A total of \$114,670 in grants were awarded to 13 organizations in round 2 of funding.

- **Crossover Community Development**
- **Elizabeth's New Life Center**
- **Sidewalk Soldiers**
- **R House Ministries**
- **BBBS GMV**
- **Nehemiah Foundation**
- **Goodwill Easter Seals**
- **East Dayton Fellowship**
- **OpenGate Urban Initiatives**
- **Mentoring Partnership**
- **Dear Dinah**
- **Christ Church United Methodist**
- **CUF Foundation**

Miami Valley Leadership Foundation

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.

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Cycle #1: TOTAL FUNDED - \$83,027

Mentoring2Thrive (MVLF) - \$10,000 - The expansion and enhancement of MVLF's Mentoring2Thrive program by funding mentor recruitment, training, program management, and updated tools to strengthen relationships and social-emotional growth for under-resourced youth.

MVLF/Reading Allies (MVLF) - \$15,000 - Funding to support Reading Allies, a highly effective, community-based literacy program that improved reading proficiency in early elementary students through partnerships with schools, local organizations, and volunteers.

Christmas Store (H4C/H4K) - \$12,677 - Funding for a volunteer-driven community initiative providing free toys, clothing, and resources to low-income families, serving over 1,000 children and generating \$130,000 in local economic impact.

Unity Garden (H4WD) - \$15,000 - Ensuring a reliable water supply for the community garden, boosting plant health, increasing yield, and reducing manual labor for greater sustainability.

Christmas Store (H4M) - \$13,350 - Local groups come together to provide thoughtful gifts and supportive resources that promote well-being, unity, and emotional resilience during the holiday season, creating a positive and empowering community experience.

LifeWise Academy (H4M) - \$15,000 - A faith-based, school program looking for startup costs for launching the program in the 2024-2025 school year in partnership with Miamisburg City School District.

Food Ministry (H4WD) - \$2,000 - Seeking seed funding to support its food ministry and develop a "NEXT STEPS" strategy to connect unchurched and homeless individuals with the church community, fostering hope and positive momentum in urban areas.

CYCLE #2 TOTAL FUNDED - \$84,400

Farm to Future (H4WD) - \$15,000 - Funding to help expand sustainable food production and workforce development on 10 acres in Dayton's 45417 community, addressing food insecurity and creating jobs in a USDA-designated food desert.

Food2Go/First Dawn (H4C) - \$12,000 - Aiming to address rising food insecurity in Centerville, Ohio by expanding access to nutritious food through emergency assistance and community partnerships.

Tech. Assist. (Black Doulas) (H4WD) - \$15,000 - Seeking funding to expand its support for black doulas and black-owned wellness businesses in West Dayton through business development, technical assistance, and community-based programming.

Blessings in a Bag (H4M) - \$15,000 - Providing 760 students weekly with food and are aiming to ease the financial burden on participating groups by continuing to provide cereal and expanding support to cover additional food items.

Threads of Miami Valley (H4M) - \$12,400 - Seeking funding to provide new socks and underwear to individuals and families receiving free clothing assistance.

LifeWise Academy (Kettering) (H4K) - \$15,000 - Offers free, biblically based character education to public school students during school hours under "release time" law, requiring off-campus classes, parental permission, and full private funding. Using the funding for staff salaries, textbooks, curriculum, classroom supplies, and to fund the shuttles.

CYCLE #3 TOTAL FUNDED - \$22,000

Christmas Store (H4K) \$3,501

Neff Gardens (H4N) \$5,000

Blessings 4 You (H4WD) \$5,000

LifeWise West Carrollton (H4WC) \$5,000

Christmas Store (H4C) \$4,473

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.

2023: 209 referrals were made

2024: 199 referrals were made

2025: 89+ referrals were made

The Community Outreach Team played a critical role in supporting tobacco cessation efforts by identifying and engaging individuals referred through Kettering Health's medical practice as well as community sources. Despite operating with limited tobacco cessation resources, the team proactively contacted referred individuals to discuss cessation options tailored to their unique needs and circumstances. Due to demand, one certified tobacco cessation specialist started teaching in-person courses to the community. To further expand the program's reach and impact, the tobacco cessation specialist is in the process of obtaining an additional certification focused on working with vulnerable teenage populations.

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 changed course due to progress in another workforce development program called the Kettering Health Nurse Assistant (NA) Program. The Kettering Health NA program is designed to give high school students a pipeline to the healthcare workforce. The course is set up in the high school building and fits within the normal school day. The semester-long curriculum includes CPR certification, KHNA Certification, and many other hands-on experiences led by RN and other clinicians. Once the course is completed, students are qualified and encouraged to seek employment at any KH facility throughout the greater Miami Valley.

Schools currently in program:

- Alter, Dayton Christian, Hamilton High School, Spring Valley Academy, Thurgood Marshall

Student volumes:

2023

- **Alter High School**
 - 8 students in class
 - 5 students hired
- **Spring Valley Academy**
 - 6 students in class
 - 6 students hired

2024

- **Dayton Christian**
 - (January Term)
 - 13 students in class
 - 11 students hired
 - (Spring semester)
 - 9 students in class

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- 6 students hired
- **Hamilton High**
 - 9 students in class
 - 6 students hired
- **Alter**
 - 14 students in class
 - 12 students hired
- **Dunbar High**
 - 9 students in class
 - 1 student hired
- **Thurgood Marshall High**
 - 9 students in class
 - 2 students hired

2025

- **Dayton Christian**
 - 7 students in class
 - 2 students hired
- **Spring Valley Academy**
 - 8 students in class
 - 3 students hired
- **Hamilton High**
 - 7 students in class
 - 5 students hired

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.

BHAT Team Response Summary

- **Hospital Substance Use:** Substance use continues to present as a significant issue in hospital settings.
- **County Peer Support Programs:**
 - *Greene County:* Launching a peer support group.
 - *Butler County:* Uses “The Coach” and DECOACH Recovery programs.
 - *Miami County (Troy):* Supported through Miami County Recovery peer support.
- **Approach:** BHAT relies heavily on peer support programs embedded within counties where hospitals operate.
- **OneFifteen:** Program has closed operations.
- **Telehealth Resources:** Main campus and DO offer telehealth linkage interviews via iPads. However, these are underutilized due to limited staffing and resources.
 - Manage BH through put for all 13 campuses

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- Participate in system quality meeting with high utilizer patients with BH issues
- Provide education across all 13 campuses on legal status concerns, patient relations issues, and difficult patient behaviors
- Primary liaison with community systems in 6 counties, including all ADAMHS Board activities (i.e. AOT, NGRI tracking, CIT, MCRT, Familiar Faces meetings)
- Participate in Ascend Innovations meetings for projects supporting KH and BH system
- System contributor for psych support model, physician initiatives, and ethical concerns
- Policy and protocol guidance

BHAT TOTAL Touchpoints (Includes Psych supports, SUD, SBIRT, PTSD screens)

2023=15,648

2024=15,280

2025=11,564 To-date

Telehealth:

2023

Dayton	Hamilton	Main	Miamisburg	Soin	Troy
233	256	256	814	1018	244

2024

Dayton	Hamilton	Main	Miamisburg	Soin	Troy
201	242	259	730	919	162

2025

Dayton	Hamilton	Main	Miamisburg	Soin	Troy
93	148	152	364	405	93

Intensive Outpatient Program (IOP)

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

2023: 16 participants were served in ATC (After the Call) IOP

2024: 28 participants were served in ATC (After the Call) IOP

2025: 13 (to-date) participants were served in ATC (After the Call) IOP

1.5 FTE's were utilized to deploy the program

The IOP was designed specifically for first responders in the Miami Valley Region, including: police, fire, healthcare workers, military, dispatch, corrections, and dispatch.

We have collaborated with area police and fire departments, completing presentations and providing resources as requested.

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

Many regional efforts, including safe sleep campaigns, were offered to reduce infant mortality. Due to leadership changes at PHDMC the ongoing work of the task force was put on pause. In 2024 Montgomery County and GDAHA signed a partnership agreement to relaunch the Maternal & Infant Health Taskforce with the support of

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Montgomery County Commissioners. Shared strategies and participation in the implementation efforts were explored with regional partners. It was decided to apply for the Partnering for Change Grant (modeled after a very successful Cradle Cincinnati infant mortality reduction program). In 2025, the Partnering for Change Grant was awarded to GDAHA and Dayton Children's would facilitate the program beginning in 2026.

Community Action Team (CAT) subcommittees of EveryOne ReachOne: 2023, 2024, 2025

- **Sleep Ambassador Training: 1 KH FTE serves on this committee. Cribs for Kids falls within this committee.**
- **Breastfeeding subcommittee: 1 KH FTE serves on this subcommittee which focused on black moms breastfeeding.**

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

The BABY & ME – Tobacco Free Program™ 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.

All prenatal patients at Kettering Health are referred to 1800QuitNow.

2023: 878 pregnant women were provided tobacco cessation education

2024: 706 pregnant women were provided tobacco cessation education

2025: 375 pregnant women were provided tobacco cessation education

Due to lack of funding Greene County stopped offering the program through Envision.

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.

Kettering Health has 9 Help Me Grow RN's with an average caseload of 20 patients / RN

Kettering Health pays \$5,000 of benefits for these RN's.

KHH: \$10,000/year

KHWT: \$35,000/year

2023: \$45,000 in HMG RN benefits

2024: \$45,000 in HMG RN benefits

2025: \$45,000 in HMG RN benefits

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 / 7 / 2025

Date approved by Kettering Health Board of Directors

