



Soin Medical Center 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 Soin Medical Center 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.

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.

\$250,000/Annually for 2023, 2024, and 2025.

ENTITIES	2023	2024	2025
Dental Patients	2808	21209	2177
Medical patients	1219	2707	589
Individual served in Pantry	80229	160318	152524
Value of Food served in pantry	\$7,220,610	\$14,428,620	\$13,727,160
Pharmacy Scripts filled	3378	3664	3212

Good Neighbor House: Program Impact and Community Reach (2023–2025):

With our recently renovated facilities, Good Neighbor House has been able to significantly expand access to essential services across our community. In 2023, our dental clinic provided 2,808 patient visits, while our medical department served 1,219 patients. Our pantry supported 80,229 individuals, distributing food valued at \$7,220,610, and our pharmacy filled 3,378 prescriptions.

In 2024, we continued to see remarkable growth in demand. Dental visits reached 21,209, and medical visits increased to 2,707. The pantry served 160,318 individuals, distributing food valued at \$14,428,620, while the pharmacy filled 3,664 prescriptions. These numbers highlight the critical role Good Neighbor House plays in meeting the essential health and nutrition needs of our community. In 2025, we maintained robust services, with 2,177 dental patients, 589 medical visits, and 152,524 individuals served through the pantry, with food valued at \$13,727,160. The pharmacy filled 3,212 prescriptions, reflecting continued high demand for accessible medications. Despite fluctuations in patient volume, these figures demonstrate the ongoing commitment of Good Neighbor House to deliver high-quality care and vital support to those who need it most.

With the generous support of the Kettering Health Foundation, we plan to continue expanding services from 2026 through 2028, including:

- **Dental services:** Expanding operating hours, adding a second dentist, and hiring an additional dental assistant and sterilization assistant. With these enhancements, we will also offer Friday appointments to better meet growing community demand, particularly for denture care, preventive care, and routine procedures.
- **Medical services:** Expanding full-day clinic hours, introducing flu vaccinations, comprehensive preventive care, and enhanced mental health support.

- **Food pantry and pharmacy:** Expanding cold storage, dry storage, and refrigeration capacity to meet rising food and medication demand, while continuing to provide high-quality, accessible nutrition and prescriptions to the community.

Through KH's support, Good Neighbor House will continue to strengthen its capacity, ensuring more individuals and families have reliable access to essential healthcare, medications, and nutrition. These operational expansions will allow us to increase patient volume, improve service efficiency, and meet the growing needs of our community over the coming years.

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.

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

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.

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.

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.

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
 - 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

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
- Mosiac 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-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.

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

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
 - 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

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.

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.

There are now seven rural pathways in the state of Ohio for Family Medicine residencies (seven). We are only one of two in the Southwest region. (Wright State has the other one in Greeneville/Wayne Hospital). Across the country, there are many more - especially in the western states:

<https://www.ruralgme.org/rural-programs>

We do continue to see tremendous interest in our rural pathway year-to-year, and so far all four of our rural graduates have chosen to stay in Ohio to practice (three of the four in rural areas). We are hopeful that of our current group of six, we will retain several within the Kettering Rural Health initiative/offices.

The residents continue to do amazing work in our community, including providing many services that are unique to our rural clinics and unique to most of the network's primary care offices as well (including prenatal care/delivery care in a continuity model, substance use disorder treatment, contraceptives including LARC, and even hepatitis C treatment). They also perform the full range of ambulatory procedures and fill a gap in care experienced in this underserved population.

-2023 Ambulatory visits - 1,979 total visits

-2024 Ambulatory visits - 3,150 total visits across six residents

-Continuity deliveries (all prenatal visits, postpartum visits, and most well-baby visits at our rural Jamestown office!)

-2023 - 12

-2024 - 21

-2025 - 16 thus far with 10 additional deliveries pending!

Total deliveries (across last three years for the six residents) - 314 at both Soin & Kettering Main

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.

HerStory House

- **2023: \$2,000 – Addiction Recovery Program**
- **2024: \$2,000 – *Better Together* Annual Fundraiser Dinner**
- **2025: No request received. Some programs have been paused due to renovations, which may explain the lack of a request this year.**

In-Kind:

- **Kala Benton, former Nursing Director, has served on the HerStory board since 2019 and has primarily led our interactions with the organization. Since her departure from Kettering, we have not interacted with HerStory.**

Midwifery Care

Certified Nurse-Midwives will provide a full range of gynecological and obstetrical care. Midwifery programs are evidence-based solutions, are cost-effective for patients, and enjoy high rates of patient satisfaction. Research finds that increased use of midwifery care is associated with improved patient outcomes and lower spending. The midwifery model of care may also help to address continuing racial disparities in birth outcomes. The evidence-based supportive pregnancy care model from March of Dimes will be practiced.

The midwifery and supportive pregnancy care programs showed promising outcomes despite not reaching full implementation. Midwives were used as laborists as opposed to scaling their midwifery capacities. Group prenatal visits through the Centering program provided enhanced patient engagement and satisfaction. Clinical metrics improved—PCO₂ levels became more favorable and C-section rates declined—indicating positive impacts on both quality and experience of care. The program is now being reevaluated to determine a sustainable approach for future integration within the hospital.

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

