

Community Health Implementation Strategy 2016-2019



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Saint Joseph Hospital Mission, Vision, and Values

Saint Joseph Hospital is a faith-based, nonprofit patient care provider dedicated to improving the health of the people and communities we serve. Our hospital was founded by the Sisters of Leavenworth (SCL), who trace their origins as a religious community to 1600s France where Vincent DePaul and Louise de Marillac first established the Daughters of Charity. These women were dedicated to serving the sick and poor through an active ministry.

In 1857, a small congregation of sisters led by Mother Xavier Ross, ventured to the edge of an expanding frontier in the Indian territory of Kansas where they continued their healing ministry with a new hospital dedicated to serving the poor and vulnerable in the burgeoning societies of the Midwest. More than a decade and a half later, the Sisters continued westward to the territory of Colorado where they established the state's first hospital in the heart of what would eventually become the state's capitol city of Denver.

All the while, the Sisters continued to dedicate themselves to the service of others through care for the whole person and work towards social justice. Today, the rich heritage and traditions of the Sisters of Charity Leavenworth inform the care we provide not only inside the walls of our hospital and clinics, but also in our surrounding communities. Dedicated to this work, our leaders, physicians, and associates bring to life the mission, vision and values each and every day.

Mission

We reveal and foster God's healing love by improving the health of the people and communities we serve.

Vision

Inspired by our faith,

- We will be distinguished as the premier person-centered health system and trusted partner.
- We will engage patients in their care decisions and share accountability with clinicians and other stakeholders to coordinate care across all settings and improve access, quality, health outcomes and affordability.
- We will grow as community-based health networks in partnership with others who share our vision and values and align with us to be an essential provider to those we serve.

Values

Caring Spirit – *We honor the sacred dignity of each person.*

Excellence – *We set and surpass high standards.*

Good Humor – *We create joyful and welcome environments.*

Integrity – *We do the right thing with openness and pride.*

Safety – *We deliver care that seeks to eliminate harm for patients and associates.*

Stewardship – *We are accountable for the resources entrusted to us.*

Our Commitment to the Community

Saint Joseph Hospital has a long history of commitment to the people that live and work in the surrounding community. For more than 143 years, this commitment has continued to evolve through intentional consideration of the societal indicators and health factors influencing human flourishing. Our commitment to the community calls us to engage with a wide range of partners, all of whom are equally focused on building strategies to address the physical, emotional, and spiritual needs of those within our geographical boundaries. Through these partnerships, we build programs and services to prevent or minimize the impact of poor health and illness with an emphasis on access to care, community health improvement, and the needs of those living in poverty. It is through this commitment to the service of others that we are able to positively impact lives in our local communities.

Target Areas and Population

Through iterative review with Denver Public Health, the City and County of Denver was selected as the defined community for the Community Health Needs Assessment and target population for the implementation strategy. The population consists of primarily whites, Hispanics/Latinos, and Black/African Americans. Asians comprise the fourth largest race/ethnicity group. The percentage of persons living in poverty in the county is more than 18% as compared to the state average of 12%, and the percent of children living in poverty is nearly 60% higher in the City and County of Denver as compared to the state average.

Although there are more than 70 neighborhoods in the primary service area and the implementation plan addresses the entire City and County of Denver, the 2016-2018 implementation strategy will target eleven defined neighborhoods in the geographical areas immediately surrounding the hospital. These neighborhoods include:

- Five Points
- Cole
- Clayton
- Whittier
- Skyland
- City Park West (Saint Joseph Hospital is situated in the center of this neighborhood)
- City Park
- Congress Park
- Cheesman Park
- Capitol Hill
- North Capitol Hill

Identified Health Needs and Prioritization Process

As part of the 2015 Community Health Needs Assessment Process, Saint Joseph Hospital invited a range of community members to participate in the health needs prioritization process. Participants in this group included:

- Colorado Department of Public Health and Environment
- Denver Public Health
- Denver Health Hospital
- Inner City Health Center
- SJH Safety Net Clinic Physicians and Administrators
- SJH Cancer Center of Colorado Social Workers
- SJH Patient Care Nurses and Physicians

Data from the 2014 Health of Denver Report and the 2015 SJH Key Informant Survey was reviewed with group members. Following a period of discussion, group members were asked to rank the top seven health priorities in order of severity and ability to impact. From that process three top health needs were prioritized. Given a desire on the part of hospital leaders and associates to strengthen and expand current hospital-based initiatives aimed at general safety and health, a fourth target area emphasizing healthy living was also added as a priority.

The top four health needs derived from this process include:

- 1) Access to Care
- 2) Mental Health
- 3) Tobacco Use Prevention and Cessation
- 4) Healthy Living

Strategy Development and Adoption

The 2016-2018 Community Health Implementation Strategy was designed around the results of the 2015 Saint Joseph Hospital Community Health Needs Assessment, a review of our strengths and resources as a healthcare organization, our strategic direction and operational priorities, and a review of existing community health initiatives. Data from the 2014 Be Healthy Denver report informed the selection of health indicators and top priorities, and continued collaboration with experts from Denver Public Health aided the development of our strategy. All programs assigned to each of the four identified priority areas will undergo annual evaluation of impact. The implementation strategy will be a living document subject to revision as continued engagement community partners reveals additional gaps in service or the need for program revisions.

In March of 2016, our implementation strategy was presented to the SCL Health Front Range Board of Directors for review and approval. The strategy was formally launched on April 1, 2016.

Addressing Community Health Needs – Goals and Objectives

The four targeted health needs will be addressed as part of the 2016-2018 Saint Joseph Hospital Community Health Implementation Strategy as follows:

Health Need #1: Access to Care

To address this need, SJH will continue to partner as a sponsoring member of the Mile High Health Alliance. In addition to an annual membership expense and annual general donation, experts from Saint

Joseph Hospital will continue to serve as members of working groups dedicated to addressing health needs in the areas of specialty care access for uninsured and underinsured individuals, first access to care including outreach and enrollment in health coverage, high utilizers of health care services, and integrated care.

2014 Indicator: One in five Denver residents lacks health care coverage, and one in ten is underinsured (health plan does not cover costs of necessary medical expenses or leave patients with high out-of-pocket costs).

Goal: Build partnerships with an emphasis on reducing disparities in access to healthcare services.

Objectives:

1. Continue as a sponsoring partner of the Mile High Health Alliance annually through the conclusion of the current implementation plan period (2016-2018).
2. Provide hospital and clinic experts to serve as members of each of the MHHA working groups.

Health Need #2: Tobacco Use Prevention and Cessation

This need will be addressed through a series of continued partnerships with other organizations in the local community including National Jewish Health as a major contributor to the Colorado Quit Line. The SJH safety-net clinics will continue to engage the Colorado Ask, Advise, Refer program across the continuum of care. New programs for tobacco use prevention and cessation will engage local elementary and high schools for tobacco prevention, as well as partnerships with Denver Public Health in support of tobacco related programs and health policy initiatives.

2014 Indicators: One in five Denver adults uses tobacco, tobacco use remains the leading cause of premature deaths and disability in Denver, studies show that if people do not start using tobacco by the age of 21 they are unlikely to start.

Goal: Reduce the rate of adults using tobacco in the City and County of Denver

Objectives:

1. Improve access to low-cost or free tobacco cessation treatment for adults
2. Provide tobacco use prevention programs for Denver youth

Health Need #3: Mental Health

Mental health needs will be addressed through three programs, two of which will be newly established as part of the 2016-2018 implementation strategy. The existing program aimed at identifying and providing resources for perinatal depression will continue as part of the care provided through Seton Women's Clinic as an ambulatory safety-net clinic of Saint Joseph Hospital. These programs will be augmented through the integration of virtual behavioral health consultations through the SCL Health Doctor-on-Demand program as a new component derived from the 2015 assessment process. In addition, Saint Joseph Hospital plans to sponsor a training program in partnership with the Mental

Health Center of Denver to provide suicide risk identification and suicide prevention training for hospital and clinic providers and the general community. In 2016, the Saint Joseph Hospital safety-net clinic, Bruner Family Medicine, received a \$120,000 grant towards the development of a mental health program providing low-cost or free behavioral health visits for all clinic patients. The 2016-2018 implementation strategy includes a plan to identify resources for program continuation beyond the grant period.

2014 Indicators: Suicide rate of 17.4 per 100,000 residents is well above the national average of 11.5 per 100,000, more than 25% of children at the middle and high school levels report feeling depressed and 13% have seriously considered suicide.

Goal: Reduce the rate of suicide among City and County of Denver residents.

Objectives:

1. Provide suicide awareness and prevention education for Saint Joseph Hospital associates and members of the community
2. Strengthen perinatal depression programs for patients in Saint Joseph Hospital safety-net clinics.
3. Support Saint Joseph Hospital safety-net clinics in building a comprehensive integrated health program.

Health Need #4: Healthy Living

Through a partnership with The Civic Canopy, EastSide Unified, and the LiveWell Colorado program, Saint Joseph Hospital will support and participate in interventions aimed at promoting nutrition and exercise in the local community. To address nutrition and healthy eating, Saint Joseph Hospital will provide financial support and volunteerism in support of community gardening. As part of the continued development of the new Saint Joseph Hospital campus, plans are underway for a community park located at the corner of 17th and Humbolt in Denver. The park will be open to community residents and planned with family interaction and exercise as key features.

2014 indicators: Approximately 74% of Denver residents consume less than the recommended servings of fruit and vegetables per day, and 24% of high school students consume the recommended servings. More than one half of adults in the City and County of Denver are either overweight or obese. Cardiovascular disease and cancer are listed as the top causes of premature death among residents in Denver.

Goal: Promote the development of healthy and thriving families and communities in the City and County of Denver

Objectives:

1. Build partnerships that promote community gardening
2. Promote the development of open spaces and parks that allow for healthy levels of physical activity.

3. Build partnerships to address prenatal and child health (including the engagement of fathers in early childhood development and safety)
4. Build partnerships that support healthy, thriving communities

Health Needs Not Addressed in the Current Implementation Strategy

A total of seven key health needs were identified by the 2014 Health of Denver report including mental health, access to care, substance abuse, tobacco use, childhood obesity, diabetes, and oral health. Health needs not addressed by the 2016-2018 SJH Community Health Implementation Strategy are as follows:

Childhood Obesity: As a significant component of the 2014 implementation plan for the City and County of Denver, this health needs is being addressed by a range of partners including the Colorado Department of Public Health and Environment, Denver Health Hospital, Denver Public Health, Kaiser Permanente, and the LiveWell Colorado program. Given that Saint Joseph Hospital does not serve the pediatric population this issue is less of a priority for the hospital. It was therefore determined that limited resources would be directed towards tobacco use prevention and cessation, and healthy nutrition for the population as a whole.

Substance abuse: Although much attention is given the relationship between mental health and substance abuse (Webber, Clark, & Kelly, 2016), Saint Joseph Hospital and its safety-net clinics lack the resources and expertise to adequately address substance abuse as a priority health need in the current implementation plan cycle. With an emphasis on mental health, primarily in our safety-net clinics, it is anticipated that additional partnerships will be added that will allow us to make appropriate referrals for necessary substance abuse services for those who require them.

Diabetes: Although diabetes is a primary issue of concern for health care providers about patients within our geographical boundaries, other health needs were prioritized by our assessment partners as more important. Therefore, in order to adequately scale our current community health implementation strategy to ensure our ability to be successful in meeting other needs, diabetes was not selected for inclusion. It is important to note, however, that diabetes screening and education do occur with patients receiving services through our safety-net clinics.

Oral health: This health need was not prioritized by our partners during the community health needs assessment prioritization process given the number of dentists in our primary service area. Additionally, Saint Joseph Hospital lacks expertise and resources to adequately meet this health need.

Next Steps

As the 2016-2018 implementation strategy continues to evolve in 2016 and beyond with the identification of more specific measures and the cultivation of partnerships, the plan will be revised and updated. The Community Health Advisory Task Force and the SJH internal community benefit steering committee will continue to provide support and feedback throughout the current three year

implementation cycle. In addition, the engagement of a larger body of community partners through the Saint Joseph Hospital Community Resource Forum will help to ensure that any new significant indicators will receive attention as the need arises.

Approval

The implementation strategy was reviewed and approved by the SCL Health Front Range Board of directors on March 29, 2016.

By:

Name

Title

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