

Ascension Alabama

St. Vincent's Birmingham Implementation Strategy

Implementation Strategy Narrative

Overview

Ascension Alabama and its member hospitals conducted the previous Community Health Needs Assessment (CHNA) in fiscal year 2016. The CHNA for fiscal years 2017-2019 (beginning July 1, 2016) addressed health needs of Jefferson County and prioritized needs of the communities St. Vincent's Birmingham serves. This CHNA cycle for fiscal years 2020-2022 assessed the health priorities for the communities served. The assessment provides a reference for the facility's implementation strategy, ensuring it is aligned with the community needs and the ministry goals of Ascension Alabama. The mission, vision, and values of Ascension Alabama are the key factors influencing the approach and commitment to addressing community health needs through community benefit activity.

Ascension Alabama facilitated the CHNA for its hospital in Jefferson County, with system leadership from Mission Integration and Strategy and Business Development providing coordination and oversight. Additionally, representation from system Senior Leadership, Finance, Wellness and the facility President's from each of the hospitals as well as leadership from the respective areas were involved in the process and in developing the subsequent implementation strategies.

The community served for purposes of this CHNA was defined as Jefferson County. The primary rationale for selecting this geography included: area served by collaborating entities; areas of populations that included the underserved, low-income and minority groups; potential for collaboration/partnering with other organizations; and availability of health information for the area selected. The process included a review of secondary health data, interviews of community health leaders, a survey of community members and several focus groups with representatives from communities served, with special attention to the vulnerable populations in the service area.

The objectives of the CHNA and subsequent facility specific implementation strategies are:

- 1.) To provide an unbiased comprehensive assessment of Jefferson County's health needs;
- 2.) Use the CHNA to prioritize Ascension Alabama's Community Benefit Program strategy; and
- 3.) Fulfill Internal Revenue Service regulations related to 501 (c)(3) non-profit hospital status for federal income taxes.

The process included a review of secondary health data, interviews of community representatives and leaders, a survey of community members and a community focus group to review findings and discern unmet health needs. The collaborating team received input from public health experts including the local health departments.

Prioritized Needs

The top three unmet health needs identified for Jefferson County, AL, by this Community Health Needs Assessment are:

1. Access to Healthcare
2. Mental Healthcare and Substance Abuse
3. Healthy Living

For Public Use

Needs That Will Be Addressed

Ascension Alabama will address each of the above needs with at least 2 measurable goals to show improvement in the noted areas of focus.

Needs That Will Not Be Addressed

Ascension Alabama will address all the needs listed.

Summary of Implementation Strategy

Access to Healthcare

GOAL#1: Increase the proportion of persons with a usual primary care provider

St. Vincent's Birmingham will promote and coordinate community efforts to improve establishment of a medical home for unattached individuals. Focus will concentrate on individuals without a primary care provider or individuals who have not seen a provider in over a year.

Strategy:

- The strategy's target population is individuals without a primary care provider or who have not seen a primary care provider in over a year.
- The strategy is supported by evidence found in What Works for Health
- The effort will address barriers to care for any individual without a primary care provider
- The current PCP to individual ratio in Jefferson County is 924:1 according to County Health Rankings.

Resources and Collaboration:

- The hospital, revenue cycle partners, community clinics and private practitioners will collaborate to provide appropriate resources for unattached individuals.

Anticipated impact:

- Develop and implement protocol to connect unattached individuals to primary care medical home by September 1, 2019
- Reduce number of individuals who report no PCP by at least 2% each year for 3 years as measured by patient access/registration
- Connecting unattached patients aligns with the #1 priority of the State of Alabama Community Health Improvement Plan, is critical for local access for patients to have consistent place of care and echoes Healthy People 2020/2030's goal AHS-3.

GOAL#2: Reduce the proportion of person who are unable to obtain or delay in obtaining necessary medical care, dental care, or prescription medicines.

St. Vincent's Birmingham will promote and coordinate community efforts to increase establishment of a medical home for unattached individuals. Focus will concentrate on individuals without a primary care provider or individuals who have not seen a provider in over a year.

Strategy:

- The strategy's target population is individuals without access to healthcare coverage of any kind.
- St. Vincent's Birmingham will increase the enrollment in the Access to Care program as well as provide resources for care for individuals ineligible for health benefits.

- The strategy is supported by evidence found in What Works for Health

Resources and Collaboration:

- The hospital, revenue cycle partners, community clinics, Ascension Medical Group, and private practitioners will collaborate to provide primary care to individuals who would otherwise not be eligible.
- Christ Health Center will also serve as a partner in the collaboration to ensure individuals have access to primary care services and dental services if they are uninsured or underinsured.
- Dispensary of Hope will continue to be utilized for individuals to connect with access to prescription medications.

Anticipated impact:

- By FY2022, Access to Care will increase enrollment and unique patient service by 20%.
- Connecting individuals with care aligns with the #1 priority of the State of Alabama Community Health Improvement Plan, is critical for local access for patients to have consistent place of care and echoes Healthy People 2020/2030's goal AHS-6.

Mental Healthcare and Substance Abuse**GOAL #1: Reduce drug-induced deaths (overdose)**

St. Vincent's Birmingham realizes the need to address the growing opioid crisis in the community and will work to partner with local efforts to improve communication and training for naloxone utilization to reduce the number of drug-induced deaths in the community.

Strategy:

- Train at least 50 community members a year in utilization and awareness of naloxone and how to access emergency services in cases of drug-related overdoses.
- Target population is individuals who are at high-risk of substance abuse or individuals who have loved ones with substance abuse concerns.
- The strategy is supported by evidence found in What Works for Health
- According to County Health Rankings, Jefferson County had 572 drug overdose deaths in 2018.

Resources and Collaboration:

- The hospital will collaborate with local mental healthcare (including Recovery Resource Center) and substance abuse providers to train community members and distribute naloxone kits.
- Ascension Medical Group practices will also receive training and instruction to pass along to patients in need of opioid abuse information.

Anticipated impact:

- By FY22, the number of drug-abuse related deaths will decline by 5%
- By FY22, 150 individuals in the community will be trained in naloxone utilization.
- Connecting individuals to substance abuse resources aligns with the State of Alabama Community Health Improvement Plan by assisting to increase the infrastructure for mental health promotion and echoes Healthy People 2020/2030's goal SA-12.

GOAL #2: Increase the proportion of adults with mental health disorders who receive treatment

St. Vincent's Birmingham realizes the need to promote mental health and substance abuse treatment in the community. To address this, St. Vincent's Birmingham will improve and increase referrals and treatment of individuals with mental health and/or substance abuse disorders.

Strategy:

- Connect adults with mental health disorders to treatment options.
- Target population is individuals with diagnosed mental health disorders who are currently without a mental health provider
- The strategy is supported by evidence found in What Works for Health
- The rate of mental healthcare providers to individuals in Jefferson County is 642:1 according to County Health Rankings

Resources and Collaboration:

- The hospital will collaborate with local mental healthcare providers to connect individuals with treatment including the St. Vincent's East Outpatient Bridge Clinic and Christ Health Center.
- Ascension Medical Group practices will also coordinate to expand provision of mental health at primary care locations in collaboration with St. Vincent's Birmingham.
- Ascension Alabama will provide mental health first aid training to assist community members with identifying potential mental health concerns

Anticipated impact:

- By FY22, >25% of identified patients with mental health disorders will be connected with provider.
- By FY22, 120 individuals in the community will be trained in mental health first aid.
- >25% of patients in Ascension Medical Group practices will show improvement on PHQ-9 scores.
- Connecting unattached patients aligns with the State of Alabama Community Health Improvement Plan by assisting to increase the infrastructure for mental health promotion and echoes Healthy People 2020/2030's goal MHMD-9 and MHMD-5.

Healthy Living

GOAL #1: Increase the proportion of individuals who are aware of the symptoms of and how to respond to a heart attack

St. Vincent's Birmingham realizes the need to promote CPR awareness and training to individuals in the greater community with an intentional focus on individuals in key positions who might not otherwise have access to the training. Heart disease is the leading cause of death in Jefferson County.

Strategy:

- Provide CPR training to the community, especially individuals who work in schools and other community organizations.
- The strategy is supported by best practices promoted by American Heart Association
- According to Healthy People 2020, less than 40% of the general population are aware of the early warning signs and symptoms of a heart attack and how to get emergency assistance.

Resources and Collaboration:

- The hospital will provide CPR classes to the public at no or significantly reduced cost.
- Ascension Alabama will collaborate with local American Heart Association to ensure education and awareness of heart disease.

Anticipated impact:

- By FY22, 600 community members will be trained and certified in CPR.
- Cardiovascular disease is the leading cause of death in Alabama and Jefferson County. This strategy echoes Healthy People 2020/2030's goal HDS-16.

GOAL #2: Reduce the lung cancer death rate

Cancer is one of the leading causes of death in Jefferson County and Alabama. St. Vincent's Birmingham is committed to ensuring individuals have access to screening and treatment, especially if at high risk for lung cancer and are uninsured.

Strategy:

- Increase number of lung cancer screenings performed for high-risk individuals who are also uninsured.
- The strategy is informed by best practices promoted by What Works for Health.
- According to County Health Rankings, 18% of Jefferson County adults smoke.
- Lung cancer for males, especially for African-American males, is above the national average in Jefferson County.

Resources and Collaboration:

- The hospital will collaborate with local physician offices, FQHC clinics, and community providers to identify high-risk populations in need of screening at affordable cost.

Anticipated impact:

- By FY22, mortality rates for lung cancer in Jefferson County will decrease by 2%

GOAL #3: Decrease infant mortality and increase maternal support

Alabama's infant mortality rate is among the worst in the nation. With St. Vincent's Birmingham support, pre and post-natal care will improve with resources and counseling.

Strategy:

- Provide pre and post-natal care to expectant mothers at high-risk for complications and/or barriers to care.
- The strategy is supported by best practices promoted by What Works for Health.
- According to County Health Rankings, infant mortality in Jefferson County is 11% with a reported 668 deaths in 2018.
- Provision of pre and post-natal education as well as breastfeeding education will assist mothers.
- Post-partum support groups are an evidence-based way to ensure support within first year of birth of child.
- St. Vincent's will also work with community partnerships to increase the number of uninsured pregnant women receiving pre-natal care.

Resources and Collaboration:

- The hospital will collaborate with local physician offices, FQHC clinics, community providers, and the Nurse Family Partnership to identify high-risk individuals and provide counseling.

Anticipated impact:

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- By FY22, individuals assisted through NFP and St. Vincent's Birmingham collaboration will have 0% mortality rate for infant mortality.
- By FY22, # of infant deaths in Jefferson County will be reduced by at least 5%

GOAL #4: Increase proportion of individuals with full time employment with health benefits.

Individuals who obtain full time employment with health benefits have significantly improved health access and health status in a community. By providing workforce training and employment assistance, St. Vincent's Birmingham, through Jeremiah's Hope Academy, will improve ability of individuals who are unemployed to obtain employment with health benefits in a healthcare career.

Strategy:

- Using the existing Jeremiah's Hope Academy (JHA) School, St. Vincent's Birmingham will increase enrollment, graduation and employment graduates obtaining full-time jobs with health benefits.
- The strategy is supported by best practices promoted by What Works for Health.
- 13% of adults in Jefferson County are uninsured according to County Health Rankings and 4.2% of individuals are unemployed.
- St. Vincent's Birmingham will ensure at least 85% of graduates obtain full time employment with health benefits within 90 days of graduation from JHA.

Resources and Collaboration:

- The hospital will collaborate Workforce Investment, Vocational Rehabilitation, Department of Veteran Affairs to recruit and train students.

Anticipated impact:

- By FY22, > 100 JHA graduates per year will obtain employment with health benefits.
- Economic stability is a key to health access in communities. Jefferson County is actively working to improve employment and workforce development. The State of Alabama has access to healthcare as a top priority. Healthy People 2020/2030's goal of Economic Stability is linked to employment and education as a contributor to improved health status.

Prioritized Need #1: Access to Healthcare

GOAL: Increase the proportion of persons with a usual primary care provider

Action Plan

STRATEGY 1: Implement a protocol to connect unattached individuals to primary care providers

BACKGROUND INFORMATION:

- The strategy’s target population is patients without a primary care provider or who have not seen a primary care provider in over a year.
- The strategy is informed by evidence found in What Works for Health
- The effort will address barriers to care for any individual without a primary care provider
- The current PCP to individual ratio in the county is 924:1 according to County Health Rankings.

RESOURCES & COLLABORATION:

- The hospital, revenue cycle partners, community clinics and private practitioners will collaborate to provide patient-appropriate resources for unattached individuals.

ACTIONS:

1. Determine system-wide alert system and protocol to notify staff of unattached individuals interfacing with hospital and community events
2. By 12/2019 staff will implement protocol to connect individuals to primary care provider
3. Monthly meetings will include data and monitoring as agenda item to ensure progress

ANTICIPATED IMPACT:

- I. Develop and implement protocol to connect unattached individuals to primary care medical home.
- II. Reduce number of individuals who interface with the hospital who list no PCP by 6% over 3 years.

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	“HEALTHY PEOPLE 2030” (or OTHER NATIONAL PLAN):
I, II	Connecting unattached patients to consistent medical care is critical for community health	Aligns with Priority 1, Access to Healthcare, in State of AL Community Health Improvement Plan (AL-CHIP)	Aligns with Healthy People 2020/2030 (AHS-3)

Prioritized Need #1: Access to Healthcare

GOAL: Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care, dental care or prescription medicines

Action Plan

STRATEGY 1: Increase enrollment in Access to Care Program

BACKGROUND INFORMATION:

- The strategy’s target population is patients without access to coverage of any kind.
- St. Vincent’s Birmingham will increase the enrollment in the Access to Care program as well as provide resources for care for individuals ineligible for health benefits.
- The strategy is informed by evidence found in What Works for Health

RESOURCES & COLLABORATION:

- The hospital, revenue cycle partners, community clinics, Ascension Medical Group, and private practitioners will collaborate to provide primary care to individuals who would otherwise not be eligible.

ACTIONS:

4. Identify individuals without access to healthcare coverage for enrollment
5. Connect patients with appropriate primary care resources
6. Provide interpretive services, as needed, for specialty appointments
7. Transition individuals to other healthcare resources prior to end of 5 years in program

ANTICIPATED IMPACT:

- III. By FY22, Access to Care will increase enrollment and unique patient service by 20%
- IV. Patients enrolled in Access to Care program will decrease in charity costs for hospital-related care.

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	“HEALTHY PEOPLE 2030”:
III, IV	Connecting uninsured patients to a medical home is critical community health	Aligns with Priority 1 in State of AL Community Health Improvement Plan (AL-CHIP) Access to Healthcare	Aligns with Healthy People 2020/2030 AHS-6

Prioritized Need #2: Mental Healthcare and Substance Abuse

GOAL: Reduce drug-induced deaths (overdose)

Action Plan

STRATEGY 1: Train community members in utilization and awareness of naloxone and how to access emergency services in cases of drug-related overdoses.

BACKGROUND INFORMATION:

- Train at least 50 community members a year in utilization and awareness of naloxone and how to access emergency services in cases of drug-related overdoses.
- Target population is individuals who are at high-risk of substance abuse.
- The strategy is supported by evidence found in What Works for Health
- According to County Health Rankings, Jefferson County had 572 drug overdose deaths in 2018.

RESOURCES & COLLABORATION:

- The hospital will collaborate with local mental healthcare and substance abuse providers to train community members and distribute naloxone kits.
- Ascension Medical Group practices will also receive training and instruction to pass along to patients in need of opioid abuse information.

ACTIONS:

8. St. Vincent’s Birmingham will coordinate and offer Naloxone trainings and substance abuse awareness with community agencies such as Recovery Resource Center, Jefferson County Department of Health, and Addiction Prevention Coalition
9. Promote and increase referrals to Recovery Resource Center

ANTICIPATED IMPACT:

- V. By FY22, the number of drug-abuse related deaths will decline by 5%

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	“HEALTHY PEOPLE 2030”:
V	With an increase in drug-overdose deaths, it is a critical issue in Jefferson County	Aligns with State of AL Community Health Improvement Plan (AL-CHIP) by assisting to increase the infrastructure for mental health promotion	Aligns with Healthy People 2020/2030 SA-12

Prioritized Need #2: Mental Healthcare

GOAL: Increase the proportion of adults with mental health disorders who receive treatment

Action Plan

STRATEGY 1: Connect individuals with mental health disorders to treatment options

BACKGROUND INFORMATION:

- Target population is individuals with diagnosed mental health disorders who are currently without a mental health provider
- The strategy is informed by evidence found in What Works for Health
- The rate of mental healthcare providers to individuals in Jefferson County is 642:1 according to County Health Rankings

RESOURCES & COLLABORATION:

- The hospital will collaborate with local mental healthcare providers to connect patients with treatment including the St. Vincent’s East Outpatient Bridge Clinic and Christ Health Center.
- Promote and refer individuals to the Psychiatric Intake and Response Center (PIRC) at Children’s of Alabama.
- Ascension Medical Group practices will also coordinate to expand provision of mental health at primary care locations in collaboration with St. Vincent’s Birmingham.
- Ascension Alabama will provide mental health first aid training to assist community members with identifying potential mental health concerns

ACTIONS:

10. Connect community members with diagnosed mental health disorder to mental healthcare provider both in ambulatory and inpatient settings
11. Develop and produce mental healthcare provider resource guide
12. Track PHQ-9 for primary care patients to show improvement
13. Provide Mental Health First Aid Training for community

ANTICIPATED IMPACT:

- VI. By FY 22, >25% of identified patients with mental health disorders will be connected with a provider.
- VII. By FY22, 120 individuals in the community will be trained in mental health first aid

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	“HEALTHY PEOPLE 2030”:
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VI, VII	Access to Mental Health is a local priority	State of Alabama CHIP includes strengthening mental health access	Aligns with goals MHMD-9 and MHMD-5
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Prioritized Need #3: Healthy Living

GOAL: Increase the proportion of individuals who are aware of the symptoms of and how to respond to a heart attack

Action Plan

STRATEGY 1: Provide CPR training to the community, especially individuals who work in schools and community organizations
<p>BACKGROUND INFORMATION:</p> <ul style="list-style-type: none"> The strategy is informed by best practices promoted by American Heart Association According to Healthy People 2020, less than 40% of the general population are aware of the early warning signs and symptoms of a heart attack and how to get emergency assistance.
<p>RESOURCES & COLLABORATION:</p> <ul style="list-style-type: none"> The hospital will provide CPR classes to the public at no or significantly reduced cost. Ascension Alabama will collaborate with local American Heart Association to ensure education and awareness of heart disease.
<p>ACTIONS:</p> <ol style="list-style-type: none"> Offer CPR training sessions to the community Provide CPR classes at local public and private schools
<p>ANTICIPATED IMPACT:</p> <p>VIII. By FY22, 600 Community members will be trained and certified in CPR.</p>

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	“HEALTHY PEOPLE 2030”:
VIII	Cardiovascular disease is the leading cause of death in Jefferson County	Cardiovascular disease accounts for the leading cause of death in Alabama	Healthy People 2020/2030 HDS - 16

Prioritized Need #3: Healthy Living

GOAL: Reduce lung cancer death rate

Action Plan

STRATEGY 1: Increase number of lung cancer screenings performed for high-risk individuals who are also uninsured.

BACKGROUND INFORMATION:

- The strategy is supported by best practices promoted by What Works for Health.
- According to County Health Rankings, 18% of Jefferson County adults smoke.
- Lung cancer for males, especially for African-American males, is above the national average in Jefferson County.

RESOURCES & COLLABORATION:

- The hospital will collaborate with local physician offices, FQHC clinics, and community providers to identify high-risk populations in need of screening at affordable cost.

ACTIONS:

16. Hospital will collaborate with community providers and AMG clinics to promote guidelines for lung cancer screening
17. Coordinate affordable cash rate to uninsured patients
18. Collaborate with Cooper Green Mercy and Alabama Oncology to create referral pathway if lung screening needs follow up care

ANTICIPATED IMPACT:

IX. By FY22, mortality rates for lung cancer in Jefferson County will decrease by 2%

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	"HEALTHY PEOPLE 2030":
IX	Cancer is a leading cause of death in Jefferson County and lung cancer rates are higher than the national average		Healthy People 2020/2030 C-2

Prioritized Need #3: Healthy Living

GOAL: Decrease infant mortality and increase maternal support

Action Plan

STRATEGY 1: Provide pre and post-natal care to expectant mothers at high-risk for complications and/or barriers to care.

BACKGROUND INFORMATION:

- The strategy is supported by best practices promoted by What Works for Health.
- According to County Health Rankings, infant mortality in Jefferson County is 11% with a reported 668 deaths in 2018.
- Provision of pre and post-natal education as well as breastfeeding education will assist mothers.
- Post-partum support groups are an evidence-based way to ensure support within first year of birth of child.
- St. Vincent's will also work with community partnerships to increase the number of uninsured pregnant women receiving pre-natal care.

RESOURCES & COLLABORATION:

- The hospital will collaborate with local physician offices, FQHC clinics, community providers, and the Nurse Family Partnership to identify high-risk individuals and provide counseling.

ACTIONS:

19. Increase proportion of women participating in pre and post-natal care
20. Increase participation in post-partum support groups
21. Increase number of uninsured pregnant women receiving prenatal care.
22. Partner with Nurse Family Partnership to provide prenatal and lactation support
23. Provide prenatal and breast-feeding classes to FQHCs

ANTICIPATED IMPACT:

- X. By FY22, individuals assisted through Nurse Family Partnership and St. Vincent's Birmingham collaboration will have 0% infant mortality rate.
- XI. By FY22, # of infant deaths in Jefferson County will be reduced by at least 5%

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	"HEALTHY PEOPLE 2030":
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X, XI	Alabama has historically had one of the highest infant mortality rates in the country.	Healthy People 2020/2030 MICH-1.3, MICH-8, MICH-10, MICH 19, MICH 34, MICH 21,
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Prioritized Need #3: Healthy Living

GOAL: Increase proportion of individuals with full time employment with health benefits

Action Plan

<p>STRATEGY 1: using the existing Jeremiah’s Hope Academy (JHA) School. St. Vincent’s Birmingham will increase enrollment, graduation and employment with health benefits</p>
<p>BACKGROUND INFORMATION:</p> <ul style="list-style-type: none"> • The strategy is supported by best practices promoted by What Works for Health. • 13% of adults in Jefferson County are uninsured according to County Health Rankings and 4.2% of individuals are unemployed. • St. Vincent’s Birmingham will ensure at least 85% of graduates obtain full time employment with health benefits within 90 days of graduation from JHA.
<p>RESOURCES & COLLABORATION:</p> <ul style="list-style-type: none"> • The hospital will collaborate Workforce Investment, Vocational Rehabilitation, Department of Veteran Affairs to recruit and train students.
<p>ACTIONS:</p> <ol style="list-style-type: none"> 24. JHA will exceed 100 graduates annually 25. Employment specialist will assist graduates to find full time employment with health benefits 26. Graduates will identify a primary care provider for self and family upon employment
<p>ANTICIPATED IMPACT:</p> <p>XII. By FY22, > 100 JHA graduates per year will obtain employment with health benefits.</p>

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	“HEALTHY PEOPLE 2030”:
XI	Jefferson County is actively working to improve	Supports Alabama’s CHIP regarding access to	Healthy People 2020/2030 goals related to economic

employment and workforce
development.

healthcare

stability