



Adena Regional Medical Center Community Health Needs Assessment Implementation Strategies

2022



Adena Health System

Introduction

Since 1895, Adena Health System has focused on its commitment to provide patients with the best health care and personal service. Today, Adena Health System includes four hospitals — Adena Regional Medical Center (ARMC), Adena Fayette Medical Center (AFMC), Adena Greenfield Medical Center (AGMC), and Adena Pike Medical Center (APMC) — and five regional clinics, with a total of 311 beds. Adena provides quality health care for nearly 400,000 residents in its nine-county, southern Ohio service region, which includes Fayette, Highland, Hocking, Jackson, Pickaway, Pike, Ross, Scioto, and Vinton counties.



Adena offers its patients leading-edge services in the areas of heart health, cancer diagnosis and treatment, women's health, children's health, and orthopedics. The skilled physicians and medical staff at Adena provide specialty services that are often found in larger, urban medical centers, including open heart surgery, da Vinci robotic surgery, cardiac intervention, cancer care, advanced orthopedic procedures, high-level MRI testing, and a Level II pediatric nursery.

The Adena Regional Medical Center's exceptional care and CMS five-star rating attracts more than 113,000 patients to its campus each year for approximately 600,000 visits.

A vision to be our region's most trusted health care partner.

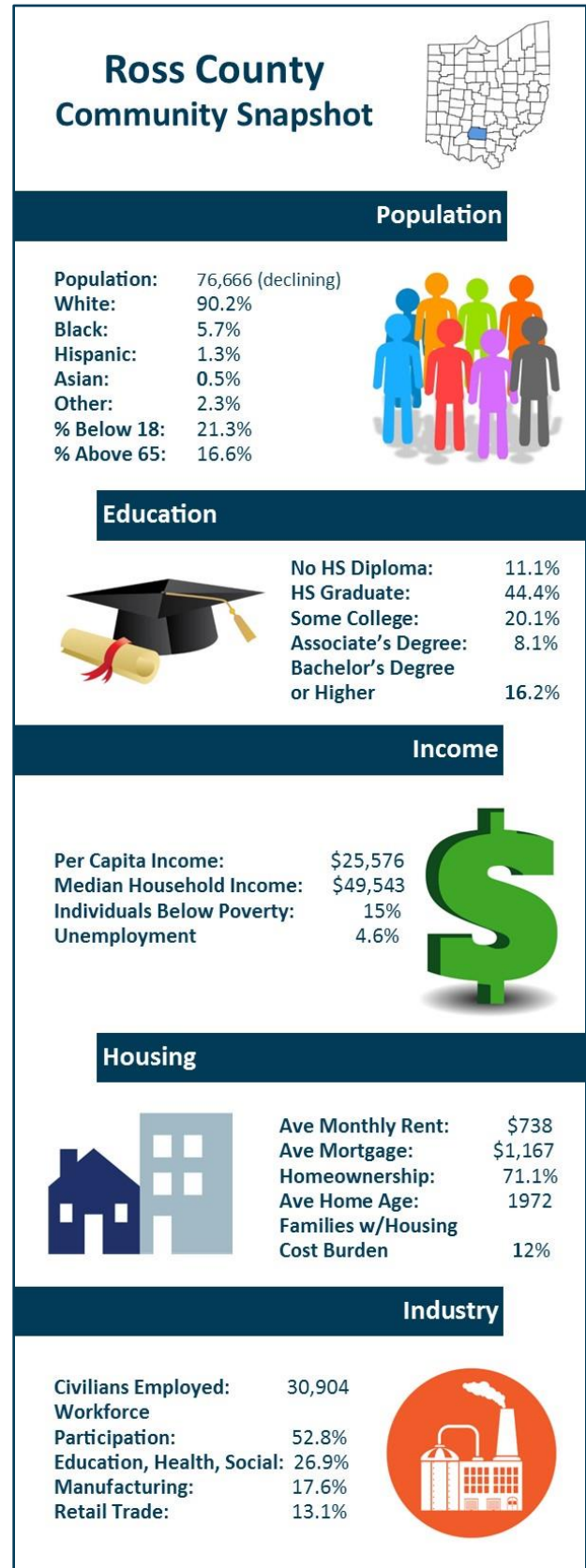
Adena Regional Medical Center Community – Ross County, Ohio

Ross County is located in rural, south central Ohio (Figure 1) and is one of Ohio’s 32 Appalachian counties. The county covers 688.5 square miles and is Ohio’s second largest county in terms of geographic area. Only about 3% is used for residential, commercial, or industrial purposes (Ohio Development Services Agency, 2014). Over 44% of the land is forested, and more than 38% is farmland.

The population of Ross County is 76,666 (U.S. Census Bureau, 2022), which has declined at a rate of about 1.7% since 2010. Approximately 21,738 live in the county seat, Chillicothe. The county is divided into two congressional districts (2nd and 15th).

Ross County contains the population patterns and distinct economic conditions inherent to the Appalachian region of the U.S. More than 70% of the population resides in the rural areas of the county. In addition, the county experiences the similar challenges of other Appalachian communities, including low educational attainment and limited economic diversification and growth.

Figure 1: Ross County community snapshot



COMMUNITY HEALTH NEEDS ASSESSMENTS AND IMPLEMENTATION STRATEGIES

As part of the Affordable Care Act, all nonprofit hospitals are required to conduct a community health needs assessment every three years to maintain compliance with IRS standards. In addition to the assessment, organizations are also required to complete and adopt implementation strategies that address the priority health needs that are revealed in the corresponding assessment.

Each of the Adena Health System hospitals — Adena Regional Medical Center, Adena Pike Medical Center, Adena Greenfield Medical Center, and Adena Fayette Medical Center — partners with local organizations as part of its community health efforts. These partnerships are conducted through county health coalitions located in the counties where Adena has hospitals. These coalitions include Fayette County Health Coalition, Highland Healthcare Collaborative, Pike County Health Coalition, and Partners for a Healthier Ross County.

More than 50 agencies across the four counties participate as part of these coalitions' steering committees as well as through subcommittees focused on specific issues like substance use disorder, obesity and diabetes prevention, mental health, and lung and respiratory issues. Community volunteers and consulting firms often lend additional support with data collection and analysis for community health needs assessments.

In 2019, Pike County Health Coalition, Highland County Healthcare Collaborative, and Partners for a Healthier Ross County each updated their 2016 community health needs assessment with the leadership and support of Adena Community Health & Development representatives. Adena did not partner with the Fayette County Health Coalition until 2021 to update their 2017 assessment, as Adena's merger with the Fayette Memorial Hospital was not completed until May of 2021.

Given that Fayette, Highland, Pike, and Ross counties all border each other, it is not surprising that the leading health issues and the top health needs prioritized by the community coalitions were the same, although they were not necessarily ranked in the same order. These included obesity and diabetes, smoking/vaping

prevention and cessation, substance use disorder, mental health, child safety and wellness, and access to healthcare and services (Figure 2).

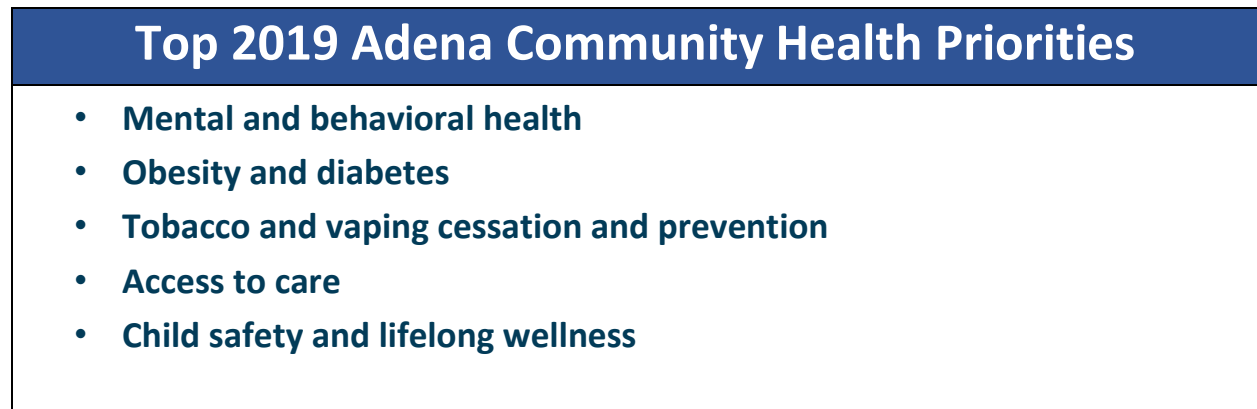


Figure 2: Adena Health System 2019 Community Health Priorities

Progress on the 2019 Community Health Needs Assessments

As in 2016, Adena Community Health & Development utilized all of the 2019 community health assessments to create one community health strategic plan for the Adena Health System. Since the health priorities from each community were the same, creating one plan provided the opportunity to leverage resources at a system level to enable programming continuity and efficiency. The updated Fayette County community assessment was added to the plan in 2021.

The plan consisted of five primary strategies: community development, advocacy, programs and initiatives, financial support, and clinical alignment. Specific efforts and initiatives within these strategies were then developed to address the priority issues. Over the course of the three-year strategic plan, programs have been developed, refined, and/or expanded for implementation into the community (Figure 3).

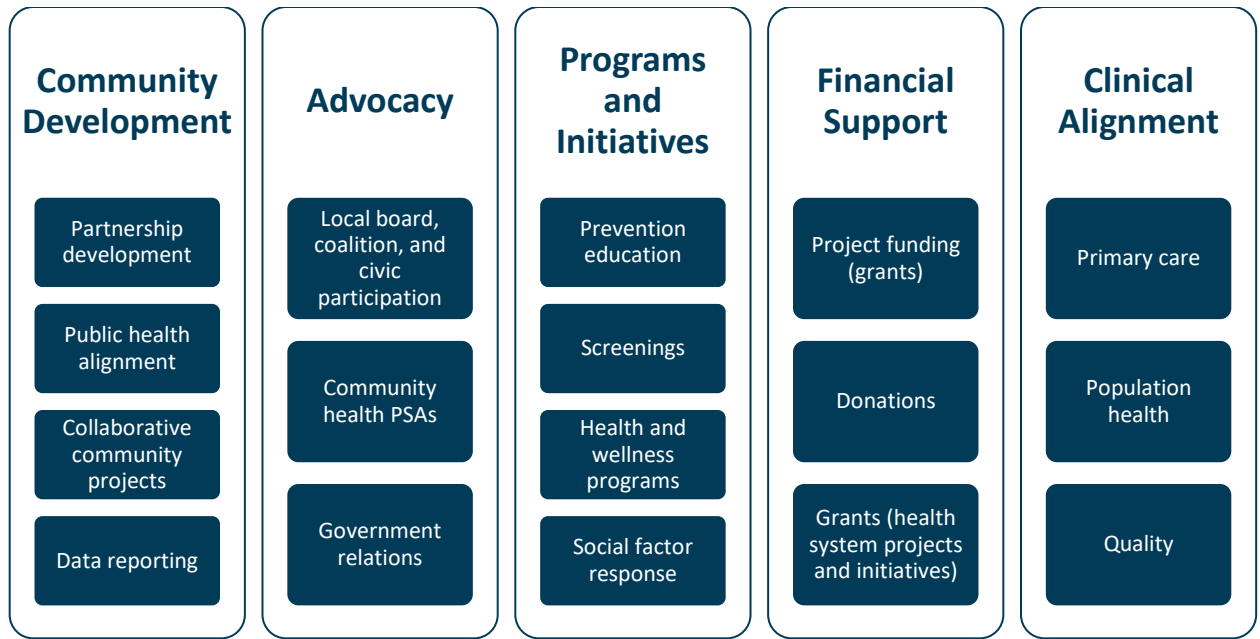


Figure 3: 2020 Community Health Improvement Plan (CHIP) priorities

As a result of these efforts, Adena Health System developed a variety of local partnerships, programs, and initiatives focused on creating awareness about the priority health areas as well as engaging the community and local partners with initiatives designed to address many of the underlying issues that result in poor health outcomes. This plan expanded efforts from the 2016 plan that focused on infrastructure building, which included organizing work teams and coalitions to address the community’s top health needs including obesity and diabetes, mental health, substance use disorder, lung and respiratory issues, and child safety. Building upon the more organized infrastructure created for community health issues, community development efforts became more of a focus. In addition, alignment with clinical operations also became a focus to ensure health equity was assessed and resources were provided to patients. The following provides an update on the impact that has been made on these health priorities since the last CHNA and corresponding plan.

NOTE: The COVID-19 pandemic affected many programs beginning in March of 2020 and throughout 2021. Most programs, events, and initiatives were canceled or limited in some capacity to ensure public safety from the virus. This is noted throughout the progress report for each health priority.

2019-2022 ADENA HEALTH SYSTEM IMPLEMENTATION STRATEGIES IMPACT

HEALTH PRIORITY: Mental and Behavioral Health

Community development

Adena, as part of its coordination efforts for the health coalitions it supports — Partners for a Healthier Ross County, Fayette County Health Coalition, Highland County Healthcare Collaborative, and Pike County Health Coalition — began cross-reporting in January of 2017 with the Hope Partnership Project (HPP). Adena also began similar efforts with Pike County Recovery and Reentry Coalition in 2018 and Fayette County I-TEAM in 2021. Seven representatives in the fields of medicine, social work, community health, and advocacy from Adena Community Health & Development, Adena Medical Group, and Adena Women’s and Children’s teams participate on the local substance use disorder coalitions supporting collaboration and planning efforts.

Adena Community Health & Development assisted in the development of a HRSA Rural Communities Opioid Response Program (RCORP) grant proposal in 2019 and was awarded \$1 million over three years. Adena Health System is the fiscal agent for the grant, oversees all of the grants management, and provides one full-time-equivalent (FTE) project manager to oversee the project, which provides sub-grantee funding to local agencies.

As part of the grant, a housing assessment was led and completed by Adena Community Health & Development in 2020 and 2021 to identify opportunities to improve transitional housing for those with mental

health and substance use disorders, as well as affordable housing for those with lower incomes.

A formal agreement with Bright View Treatment Centers, coordinated in 2017, was continued to provide priority appointments to Adena patients identified with substance use disorder.

Adena, as part of its coordination efforts with Partners for a Healthier Ross County, also assists in the coordination of the Ross Mental Health Forum. This collaboration of mental health and substance abuse providers works to reduce stigma and to open pathways to mental health supports. Five representatives in the fields of medicine, social work, community health, and advocacy from Adena Community Health and Development, Adena Medical Group, and Adena Women’s and Children’s teams participate on the forum.

Advocacy

Adena Health System contributed a .30 FTE community health director to co-chair Partners for a Healthier Ross County in 2019-2022.

Seven Adena employees dedicated a minimum of 10.5 hours a month to participating in substance use disorder, community health, and mental health committee meetings and coordinating projects for Partners for a Healthier Ross County, Hope Partnership Project, Fayette County I-TEAM, Pike County Health Coalition, Highland County Healthcare Collaborative, and Pike County Recovery and Re-entry Coalition during 2019-2021.

Programs and initiatives

From 2020-2022, the Baby-Centered Recovery Program provided 18 women (from multiple counties) with pregnancy education and addiction

counseling, as well as food and baby supplies at no charge. Sixteen women completed the program.

The ARMC Emergency Department deployed a post-overdose response team (PORT) in August of 2017, continuing into 2019, to provide treatment resources and harm reduction for those with substance use disorder and their families. However, the program was suspended at the onset of the COVID-19 pandemic in March of 2020. The emergency department also staffed a social worker/substance use disorder navigator to engage patients identified as needing services in finding resources for recovery. These services continued into 2021.

Adena Community Health & Development houses victims' advocate teams in the ARMC, APMC, AGMC, and AFMC emergency departments, which provided more than 1,070 victims of sexual assault (adult and pediatric), domestic violence, child abuse, elder abuse, human trafficking, and hate crimes support services and referral to mental health and safety net resources free of charge, valued at more than \$641,848 between 2020 and 2022. Patients are served 24 hours a day, seven days per week in Fayette, Ross, Pike, and Highland counties. These are the only services of this kind available to victims throughout a region encompassing more than 12 counties in southern Ohio. In addition, the advocacy team also responded to more than 960 crisis cases across the health system to provide support and resources for individuals experiencing substance use disorder, homelessness, and other social needs.

Financial support and clinical alignment

Adena Community Health & Development works to align its service lines and clinics with community resources that will address the social factors and barriers faced by many of its rural patients. This often involves community partnering and monetary support from Adena Community

Health & Development. These two strategies are connected and reported together.

Adena Health System provided \$25,000 each year (2019-2022) in support of Buck Fifty, which coordinates the Drug Free Clubs of America/MADE program deployed in six Ross County school districts. The program incentivizes student participation in drug testing and was expanded to Pike County schools in 2022.

Adena Community Health & Development also provided \$7,500 for harm reduction kits for the EDINS project from 2019-2022. These kits are provided to overdose victims that are not ready to enter treatment and include treatment resources, STD prevention resources, and Narcan for patients with opioid use disorder. More than 1,000 kits were delivered to AGMC, APMC, and ARMC emergency departments in 2019-2022.

HEALTH PRIORITY: Obesity and Diabetes

Community development

In 2017, two representatives from Adena Community Health & Development, as part of their participation on the Partners for a Healthier Ross County steering team coordinated and convened the LiveWell Ross Committee with the Ross County YMCA.

After the impact of COVID-19 pandemic on the outreach with schools, the group aligned with Ross County Health District, which received a Creating Healthy Communities grant. The funding from the grant enabled the development of community gardens with Mt. Logan School and the

Carver Community Center. In addition, an active transportation assessment was completed and a plan was developed in 2020. During 2021, Adena’s partnership with Ross County Health District and other partners resulted in the implementation of bike lanes in the downtown area streets and bike racks placed around town. Additional efforts were also started and carried into 2022 to improve sidewalks and safe routes to schools to improve walking conditions.

Advocacy

ARMC contributed the time of two employees who dedicated a minimum of four hours per month to participating in committee meetings and coordinating projects for LiveWell Ross from 2020-2022.

Adena Community Health & Development provided support to the Ross County Health District in 2020 and 2021 for grant applications that supported Complete Streets and Community Garden planning and implementation.

Adena Health System deployed public service announcements via local radio and social media focused on nutrition and fitness education and awareness.

Programs and initiatives

Adena Community Health & Development partnered with the Ross County and Pike County Ohio State University Extension offices to deliver cooking classes to Adena patients with obesity and diabetes in Pike and Ross counties. These classes went virtual in 2020 due to the COVID-19 pandemic, opening opportunities for patients in other counties including Fayette, Highland, and Jackson to attend.

Sixty-seven Adena patients were served between 2020 and 2022 with nutrition education, food preparation skills, and education on shopping healthy on a budget and label reading at a cost of \$8,700 during the three-year period.

The Walk With a Doc program was suspended in March of 2020 due to the COVID-19 pandemic. However, programming, including the Just Walk! Program, was resumed in June of 2022. In the first quarter of 2019 and in the second half of 2022, the program provided education and walking groups in Fayette, Pike, Highland, and Ross counties in partnership with YMCAs and senior centers and led by physicians, advanced practice nurses, or licensed health professionals.

Financial support and clinical alignment

Adena Health System works to align its service lines and clinics with community resources that will address the social factors and barriers faced by many of its rural patients. This often involves community partnering and monetary support from Adena Community Health & Development. These two strategies are connected and reported together.

Adena Community Health & Development has partnered with the Chillicothe Farmer's Market to fund the Food Rx program since 2018. The program provides Adena patients, referred by their primary care provider, with a voucher for \$15 in fresh fruits and vegetables. In 2019, the Way's Farm Market, based in Pike County, Ohio, was added to the program. The Highland County Farmers Market and Fayette County Farmers Market were added in 2020 and 2021. Since the beginning of the program, more than 600 patients have been provided \$15,500 worth of produce.

In 2020-2022, Adena Community Health & Development continued its partnership with the YMCA of Ross County to coordinate the First Step program. This program utilizes a YMCA trainer to assist Adena Bone and Joint patients with lowering their BMI prior to surgery to improve surgical outcomes of joint replacement. Since the beginning of 2020, 86 patients have been served, and more than \$20,000 has been provided to the YMCA in support of this program through this partnership. In 2021, Fayette County YMCA added the program and has since served five patients.

Adena Community Health & Development also continued its partnership with the Ross County YMCA in 2020-2022 to deliver the Diabetes Prevention Program. This program, a partnership with the American Diabetes Association and YMCA national, provides evidence-based education and intervention for patients with pre-diabetes. The COVID-19 pandemic slowed participation in this program over the last three years, but since its start, 56 patients have been referred to the program by their primary care provider.

HEALTH PRIORITY: Tobacco and Vaping Cessation and Prevention

Community development

Adena Community Health & Development partnered with Ross County Health District (as part of the Partners for a Healthier Ross County Community Health Improvement Plan) to coordinate and convene the BreatheWell Ross Committee in 2017. Led by Ross County Health District, this team has engaged local towns and villages in smoke-free space policy and developed smoke-free workplace and cessation kits for local

businesses and agencies. From 2019 through 2022, all Ross County parks adopted smoke-free policies, as well as more than a dozen local employers.

Adena Community Health & Development also partnered with Pike County Health Department to coordinate the Pike County Tobacco Prevention and Cessation Coalition. Since 2020, this group has developed a cessation resource guide and distributed 500 copies throughout Pike County, as well as introduced smoke-free workplace and public space policy to the Pike County Commissioners in 2021.

In 2018, Adena Community Health & Development partnered with Ross County Health District to coordinate the Ross County Air Quality committee, now led by Ross County Health District. During 2019, this team utilized EPA data on toxic emissions and inventory to identify and prioritize five census tracts where air monitoring could be initiated. In addition, the team also partnered with Mid-Ohio Regional Planning Commission to access expertise on starting a local air quality program, which resulted in Adena funding the purchase of five Purple Air monitors (valued at \$1,400) in the county. Air monitoring and data collection continued between 2019 and 2022.

Advocacy

Adena Community Health & Development contributed the time of one employee who dedicated a minimum of 4 hours per month from 2020 through 2022 to participating in committee meetings and coordinating projects with the BreatheWell Ross team.

Programs and initiatives

Adena Health System continued its coordination of the Adena Quit Clinic, which provided a total of 64 patients with tobacco cessation counseling

between 2020 and 2022. Cessation planning, support, and nicotine replacement education is provided by Adena Pharmacists trained in the FIVE A's program.

The Adena Cancer Center continued its coordination of free lung cancer screenings, providing more than 3,600 screenings for patients from across the region, including Pike, Fayette, Highland, and Ross counties. These screenings resulted in 105 early cancer findings.

Adena Community Health & Development and the Adena Cancer Center partners with Ross County YMCA to coordinate LiveStrong wellness classes for patients in treatment and post treatment. Between 2020 and 2022, 26 patients were enrolled in classes, which were disrupted in 2020 due to the COVID-19 pandemic. A total of \$3,200 was spent to operate the program.

HEALTH PRIORITY: Access to Care

Community development

Adena Community Health & Development coordinated the Partners for a Healthier Ross County Access to Care Committee in fall of 2019. The COVID-19 pandemic paused the team until the beginning of 2022. After reconvening, the team refocused efforts on improving community education on the utilization of healthcare resources and coordinating supports in the community to address social determinants of health, including creating a Pathways Hub utilizing community health workers.

Advocacy

Adena Community Health & Development contributed the time of three employees who dedicated a minimum of six hours per month from January 2022 through the end of 2022 to participate in committee meetings and coordinating projects with the Access to Care team.

As a means to connect with the community and disseminate information about the COVID-19 pandemic, the Adena Health System participated in the Ross County and Pike County COVID-19 Response committees during 2020 and 2021. Five Adena Health System employees committed more than 250 hours of service.

Programs and initiatives

Adena Community Health & Development partnered with Ross County Health District in 2022 to align the RCHD community health worker with the social work, population health, and emergency department service lines of the Adena Health System. Since the beginning of the program, Adena has referred three patients, and training and education to expand the program in 2023 and beyond is in process.

Financial support and clinical alignment

Adena Health System works to align its service lines and clinics with community resources that will address the social factors and barriers faced by many of its rural patients. This often involves community partnering and monetary support from Adena Community Health & Development. These two strategies are connected and reported together.

In 2022, Adena Community Health & Development added a licensed independent social worker to the team. This addition has produced a

centralized community resource database and newsletter, aligning clinics and community agencies equipped to address social determinants of health. The newsletter is now shared outside the organization with community partners.

Adena Community Health & Development partners with the United Way of Ross County to support the local 2-1-1 line. Between 2020 and 2022, Adena provided \$75,000 in financial support to the line, as well as assistance in promoting it to the community.

Adena Community Health & Development provides over \$10,000 each year in coordinated transportation services for patients in Ross, Highland, and Pike counties without transport to medical appointments and no insurance coverage.

HEALTH PRIORITY: Child Safety and Lifelong Wellness

Community development

In 2019 and 2020, Adena Community Health & Development partnered with its affiliate, Nationwide Children's Hospital, to develop the Appalachian Whole Child initiative in southern Ohio. This included engagement of regional school districts, including those in Fayette, Highland, Pike, and Ross counties, in developing Whole Child wellness programming in local school districts.

In 2021, Adena Community Health & Development partnered with Pickaway Ross Career and Technology Center as well as Union-Scioto School District, Huntington Local Schools, and Adena Local Schools to facilitate school district health needs assessments and strategic plans, including the development of school-based healthcare options via mobile

clinic and telehealth, as well as development of community partnerships for social needs and mental health.

Adena Community Health & Development expanded these efforts in 2022 to Waverly City Schools (Pike County), Miami Trace Local Schools (Fayette County), and Greenfield McClain School District (Highland County), which completed assessments and plans in 2022.

Advocacy

Adena Community Health & Development added a full-time employee in 2022 to facilitate school district health needs assessments and strategic plans.

Adena Community Health & Development and Adena Women’s and Children’s contributed the time of two employees to participate two hours per quarter in meetings and coordinating projects for the Family and Children First Council of Ross County from 2020 through 2022.

Adena Health System deployed public service announcements focused on safe sleep awareness across the health system and clinics in Fayette, Highland, Pike, and Ross counties between 2020 through 2022.

Programs and initiatives

The Adena Orthopedic and Spine Institute provided more than \$1,881,900 in athletic injury prevention, diagnosis, and evaluation services to 14 local public high schools within six counties (Ross, Pike, Fayette, Highland, Jackson, and Pickaway) between 2020 and 2022. Fourteen athletic trainers work within the school’s athletic departments and educate students, parents, and coaches on sports medicine topics, including concussion identification and treatment. The staff is also readily

available at athletic events and provides sports physicals to more than 1,200 students each year in Highland, Jackson, Pickaway, Pike, and Ross counties.

Adena Health System continues to partner with the Chillicothe and Ross County Public Library, Pike County Public Library District, Fayette County Library, and Highland County District Library to coordinate the Healthy Kids Summer Fun Challenge. The program is aligned with the Bookworm Summer Reading programs and engages kids in physical and nutrition education and activities during the summer months. Although the COVID-19 pandemic impacted participation and reach greatly in 2020 and 2021, more than 2,000 kids were reached each year between 2020 and 2022.

Youth are offered the opportunity to earn prizes as they complete challenges, and those who complete all challenges are entered into a drawing for a new bicycle. Adults could win a Fitbit. More than \$20,000 was spent between 2020 and 2022 on incentives and prizes for participants. The American Library Association recognized the program in 2019 for its efforts and engagement.

Adena Health System is partnered with Chillicothe City Schools to coordinate the AIM program, which offers six students a fellowship opportunity during their senior year of high school to explore the career of medicine. Students shadow physicians across various specialties and complete a community health project. Between 2020 and 2022, more than \$7,000 was spent on the program, in addition to the shadowing hours provided by physicians.

Financial support and clinical alignment

Adena Health System works to align its service lines and clinics with community resources that will address the social factors and barriers

faced by many of its rural patients. This often involves community partnering and monetary support from Adena Community Health & Development. These two strategies are connected and reported together.

Adena Community Health & Development continued its financial support of Ross County Junior Achievement between 2020 and 2022. The annual support of \$3,000 each year supports work with youth in all Ross County school districts, grades 5-12, to educate on financial literacy, career development, and entrepreneurship. Financial support was utilized to purchase learning materials for the 170 classes that occurred over the three-year time period.

The Adena Health Foundation and the Adena Women's and Children's service line provided sleep sacks for all babies born at the Adena Regional Medical Center. Patients come from a number of counties, including Fayette, Ross, Pike, and Highland. Seventeen cribs were also provided between 2020 and 2022 for parents who did not have a bed for their baby prior to leaving the hospital.

Zane Trace Local Schools received \$5,000 in support of their athletic facilities that house Adena athletic trainers and sports safety services in 2020 and 2021.

Teays Valley Local Schools received \$10,000 in support of their athletic facilities that house Adena athletic trainers and sports safety services in both 2020 and 2021.

Additional initiatives and resources

The Adena family medicine residency clinic and the Adena internal medicine residency clinic continued operations between 2020 and 2022, providing affordable, quality health care. The clinics paired physician interns and residents of Adena's Graduate Medical Education program with family and internal medicine preceptors to provide accessible primary care medical services to patients in the clinic. More than 4,111 unique patients each year, mostly from seven counties (Ross, Pickaway, Pike, Jackson, Highland, Fayette, and Vinton) make a total of 11,747 visits each year to the two clinics. Approximately 7.3% of patients served by the clinics are uninsured.

Adena also provides support to the Fayette, Highland, Pike, and Ross county communities through a variety of engagement activities, including financial support and participation in local community events and initiatives.

Between 2020 and 2022, community events continued to be limited. With spikes in COVID cases in the community, volunteering at community events was not safe, so participation was very limited. In addition, health

IMPACT TO DATE

- \$5.5M new grant awards (for non-COVID projects)
- 29% increase in usage of transportation, medication assistance, and food security partnership resources
- 20% growth in advocacy interception
- 7 school / 4 county school-based wellness affiliations
- 2 YMCA county affiliations
- 2,000+ children participating in health education in 4 counties
- Community health worker and peer recovery supporter informal partnerships

Note: COVID set back progress in many areas.

Figure 4: AHS community impact highlights

care resources had to be reallocated to crisis response instead of community engagement. Therefore, only a limited amount of financial assistance and employee volunteer service were provided:

- More than 50 caregivers from across the system provided a total of 600 hours of community service and volunteer time participating in COVID-19 community response services, packing weekend food bags for food insecure children, nonprofit board participation and leadership, and other initiatives.
- Thirty-two Adena employees volunteered at the Buck Fifty race in 2021 and 2022. Employees drove, provided station breaks and injury support, and were involved with other engagement for the 24-hour race.
- Adena Health System provided \$60,000 in support for the Ross County United Way annual campaigns between 2020 and 2022. Adena also provided \$10,000 in support for Fayette County United Way.
- Adena provided \$45,000 in support of the Economic Development Alliance of Southern Ohio between 2020 and 2022, which provides business and economic development services to the region.
- Adena Community Health & Development also coordinated the Ross County Safe Communities coalition (supported by the Ohio Department of Public Safety), which was overseen by one .5 FTE between 2020 and 2022. This program coordinates regular social media messages and an annual campaign for the Click It or Ticket, Don't Text and Drive, Drive Sober, and Watch Out for Motorcycles campaigns. The program is supported by more than \$1,000 of financial support each year from Adena Community Health & Development.
- More than 1,200 coats for children in Fayette, Jackson, Highland, Pike, and Ross counties are donated by Adena's 4,000 caregivers each year. Schools make requests of the Adena Health Foundation, and an annual drive is conducted.

2022 COMMUNITY HEALTH NEEDS ASSESSMENTS AND IMPLEMENTATION STRATEGIES

The process to identify Adena Health System's top health priorities for the 2022 Implementation Strategies plan was modified for the most updated 2019-2022 report.

Adena Community Health & Development continued its work to expand on the infrastructure building that was done in the previous assessment. Much of the infrastructure that was established in the 2016 and 2019 assessments and community health improvement plans was expanded upon, even though the COVID-19 pandemic created barriers and delays. The Adena Regional Medical Center and the Ross County community served as a hub for many of the Adena Community Health & Development programs and initiatives. Once programs are piloted and optimized, they are expanded into Fayette, Highland, and Pike counties to increase impact across the region. This approach has resulted in a more efficient and effective community health impact strategy.

As in previous years, Adena Community Health & Development outlined its priorities and implementation strategies by convening a multidisciplinary internal advisory committee on Oct. 12, 2022, from the following departments: Adena Pike Medical Center, Adena Fayette Medical Center, Adena Regional Medical Center, Adena Greenfield Medical Center, nursing, Adena Medical Group, Adena Health System Board of Trustees, Adena Health System Pharmacy, Adena Health System Business Strategy, Adena Care Management, and Adena Community Health & Development.

This multidisciplinary team was asked to review a summary of current information from the 2022 community health needs assessment. The full assessment information was also sent ahead of the meeting for review. In addition, education on the CDC's Health Impact Pyramid (Figure 3) and evidence-based community health impact strategies was provided.

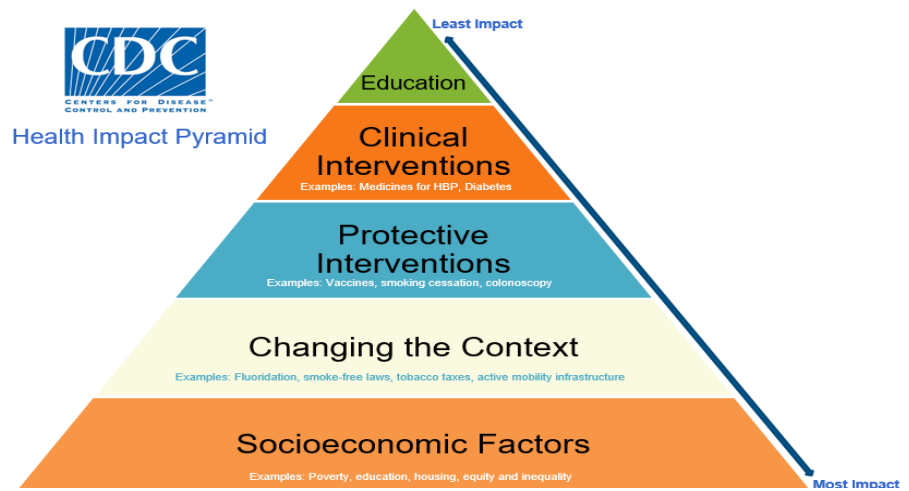


Figure 5: CDC Health Impact Pyramid

2022 COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

The 2021 and 2022 community health needs assessments for Fayette, Highland, Pike, and Ross counties were completed through a comprehensive process of data collection and evaluation utilizing the MAPP process. Data collection was focused in counties where Adena Health System has hospitals and included primary data that was collected in each county via surveys, focus groups, and stakeholder interviews. Both qualitative and quantitative data were collected from primary and secondary sources. Data was collected in four categories: community themes and strengths, local public health system, community health status, and forces of community change. This information was compiled and evaluated by hospital and public health work teams in order to finalize specific health-related priorities. The published assessment is intended to inform decision-makers and funders about the challenges each county faces in improving community health and the priority areas where support is most needed. The information is also useful as a planning tool for community organizations.

Methods

Quantitative and qualitative methods were used to collect information for this assessment. Quantitative data collected includes demographic data for each of the counties' populations and vital statistics such as birth and death rates and disease prevalence for the county as a whole. In addition, the CDC's social vulnerability mapping was utilized.

Qualitative data for this report was collected to provide greater insight into the issues experienced by the population. Data includes opinions expressed from a widely distributed community health survey that received more than 1,000 responses as well as community stakeholder interviews.

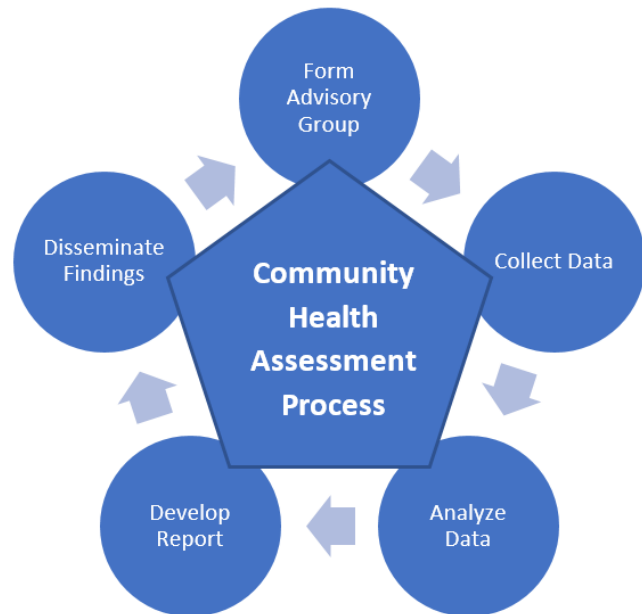


Figure 6: Mobilizing action through planning and partnerships (MAPP)

Sources

Primary and secondary data sources were used as part of the needs assessment and came from both internal and external sources. Internal data came from within the health system/hospital (patient population data) and externally from outside the health system/hospital (county and state). The primary data includes new information that may be used to investigate and help solve a problem. An example of this would be the percentage of survey participants who ranked obesity as a top 10 health problem. Secondary data are the statistics and other data already published or reported to government agencies. An example of this would be rates of childhood obesity.

Secondary data: publicly available statistics

Existing data were collected from all applicable local, state, and federal agency sources, including public health agencies (e.g., Ohio Department of Health, Ohio Department of Job and Family Services, U.S. Department of Labor, and U.S. Census Bureau). These data included demographics, economic and health status indicators, and service capacity/availability. Local data on health infrastructure, including an inventory of all health care providers and nutrition, fitness, and social support was also reviewed as part of the CDC's social vulnerability mapping provided in each assessment. This was compared with local health system population health data to identify disparities in resource availability.

While data at the national and state level are generally available for community health-related indicators, local data from counties and cities are less accessible and sometimes less reliable. Some data from publicly available sources also lags by at least two years because it takes time for reported data to be received, reviewed, approved, analyzed, and prepared for presentation.

Primary data: community input

Primary methods used in the assessment process for collecting input from the community were a community survey and key stakeholder interviews. The same scripts were utilized across Fayette, Highland, Pike, and Ross counties with the permission of the county health departments.

Community questionnaire

A questionnaire was developed for the general public, querying respondents about the most important health needs, common barriers, and habits they use to maintain their own personal health.

The survey was distributed in electronic and hard copy by member agencies and community partners to a variety of locations in Fayette, Highland, Pike, and Ross

counties where the groups of interest would best be reached. These included local food banks, social service providers, community health clinics, the public health department, Adena Health System, and physician offices. In addition, an electronic survey was made broadly available. Notices about the online version with its link were posted on member agency's websites and social media pages and emailed to members of local business groups, government, civic groups, schools, and universities.

All of the hard-copy survey data was entered into the electronic survey by Adena Health System volunteers and Ross, Pike, Fayette, and Highland county health district staff and/or interns.

Stakeholder interviews

An interview script was developed for the community leaders in the public-private sector, which asked participants their opinions about the community's strengths, major challenges, and what is needed to improve the health of the community. Twenty-four stakeholders from Ross, Highland, Pike, and Fayette counties were interviewed by representatives from the local health coalitions. Responses were then reviewed for themes and consensus results.

Key findings

As part of the community health needs assessment (CHNA) process, Adena Community Health & Development, Fayette County Health Coalition, Highland County Healthcare Collaborative, Pike County Health Coalition, and Partners for a Healthier Ross County utilized the primary and secondary data to identify priority health areas for the counties.

As in previous CHNAs, community health rankings from the Robert Wood Johnson Foundation and University of Wisconsin health outcomes and factors continued to be in the lower quartiles for the state of Ohio (Table 1).

Table 1: Fayette, Highland, Pike and Ross county health rankings

County	2020		2021		2022	
	Outcomes	Factors	Outcomes	Factors	Outcomes	Factors
Fayette	73	66	81	68	74	68
Highland	74	67	66	76	69	82
Pike	87	80	87	84	87	79
Ross	77	55	77	49	77	56

Although key indicators such as leading causes of death, health issues, health behaviors, and environmental factors were the same, there was a difference in how they ranked in each of the counties (Figure 7).

Health Outcomes **Leading Causes of Death**

- Cancer (all forms)
- Heart disease
- Unintentional injury
- Pulmonary-respiratory disease
- Stroke

Health Outcomes **Leading Health Issues**

- Substance use disorder
- Obesity and diabetes
- Depression and anxiety
- Lung cancer and COPD
- Child wellness and safety

Health Factors **Leading Health Behaviors**

- Drug and alcohol use
- Mental health management
- Tobacco use and vaping
- Poor nutrition
- Limited primary care utilization

Health Factors **Leading Environmental Factors**

- Economics and poverty
- Access to basic needs (housing, food, and transportation)
- Safety (crime and interpersonal violence)
- Health care access (preventive services)
- Air quality

Figure 7: Top health needs and factors in Fayette, Highland, Pike and Ross counties

IMPLEMENTATION STRATEGIES

The process to identify Adena Health System's top health priorities for the 2022 implementation strategies plan was modified from the most updated report. The absence (due to impact and changes since the COVID-19 pandemic) of much of the collaborative infrastructure engagement (subcommittees and work teams) to address community health required the previous plan to be focused on community partnership building and resource development.

As much of the community infrastructure has now been established since the 2016 assessment, Adena's focus is on developing an implementation strategy that aligns community health with population health and quality efforts.

The 2022 community health priorities and implementation strategies were developed by an internal advisory multidisciplinary committee that convened on Oct. 12, 2022, and included the following individuals: Dr. John Gabis, Medical Director of Community Partnerships; Josh McCoy, Executive Administrator, Adena Greenfield Medical Center; David Zanni, Executive Administrator, Adena Pike Medical Center; Mike Diener, Executive Administrator, Adena Fayette Medical Center; Dr. Richard Mizer, Adena Medical Group; Dr. Justin Smith, Medical Director, Primary Care, Adena Medical Group; Dr. Sheila Gray, Adena Health System Board of Trustees; Rhett Holland, Vice President of Quality; Fred Yingling, Director of Pharmacy; Ty Mc Bee, Vice President of Business Development; S. Kim Jones, Director of Community Health and Development; Michelle Valentine, Director of Diversity and Inclusion; Jessica Matheny, Vice President of Adena Medical Group; and Jennifer Crawford, Community Health and Development Coordinator.

The multidisciplinary team reviewed data from the 2022 health needs assessment, considered the education provided from the CDC, as well as current health system utilization data. The following are the key findings from the review.

Key findings and considerations

The multidisciplinary team’s input, combined community health assessment data from Fayette (where Adena Fayette Medical center is located), Highland (where Adena Greenfield Medical Center is located), Pike (where Adena Pike Medical Center is located) and Ross (where Adena Regional Medical Center is located) counties was reviewed at the individual, county-level data. The similarities in health outcomes and factors enabled the advisory committee to consider development of a broader, system-level approach to the implementation strategies, while still targeting efforts for each specific community.

After the initial review of the primary and secondary data, the group worked together to complete a SWOT analysis of both internal and external strengths, weaknesses, opportunities, and threats experienced by each of the communities in which Adena Health System has hospitals (Figure 6).

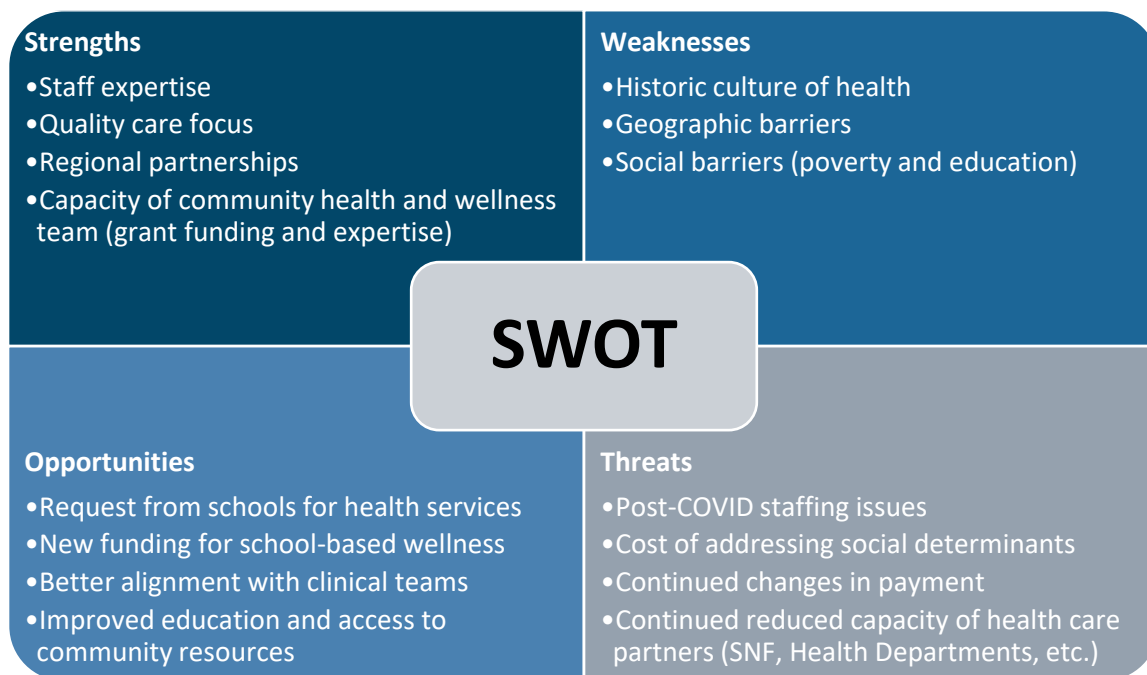


Figure 8: Adena Community Health & Development Strategic Planning SWOT

Considerations of health outcomes and factors in Fayette, Highland, Pike, and Ross counties were noted. New opportunities with schools to lead in prevention,

as well as grants to improve social mitigations, were considered. In addition, the current strengths with and opportunities to optimize relationships and connections with community partners that could assist in mitigating social determinants were prioritized, as well as areas to contribute to community development efforts. Work was aligned with the CDC pyramid. A logic model was clarified (Figure 9).

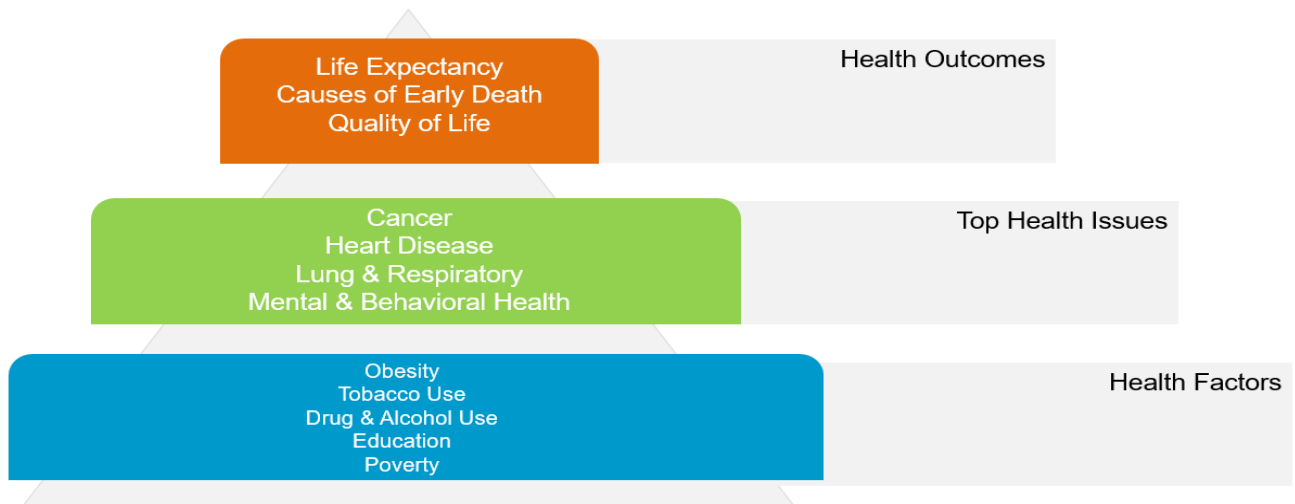


Figure 9: Logic model aligned with CDC Health Impact Pyramid

Implementation strategies

The overarching goal of Adena Community Health & Development is to see continuous improvement in the health outcomes and health factors in Fayette, Highland, Pike, and Ross Counties. Progressive development of strategies, initiatives, projects, and programs that align with the CDC Health Impact Pyramid is a key contributing factor to accomplish changes across the region. In addition, strategies must consider health culture, education, and access to resources (Figure 10).

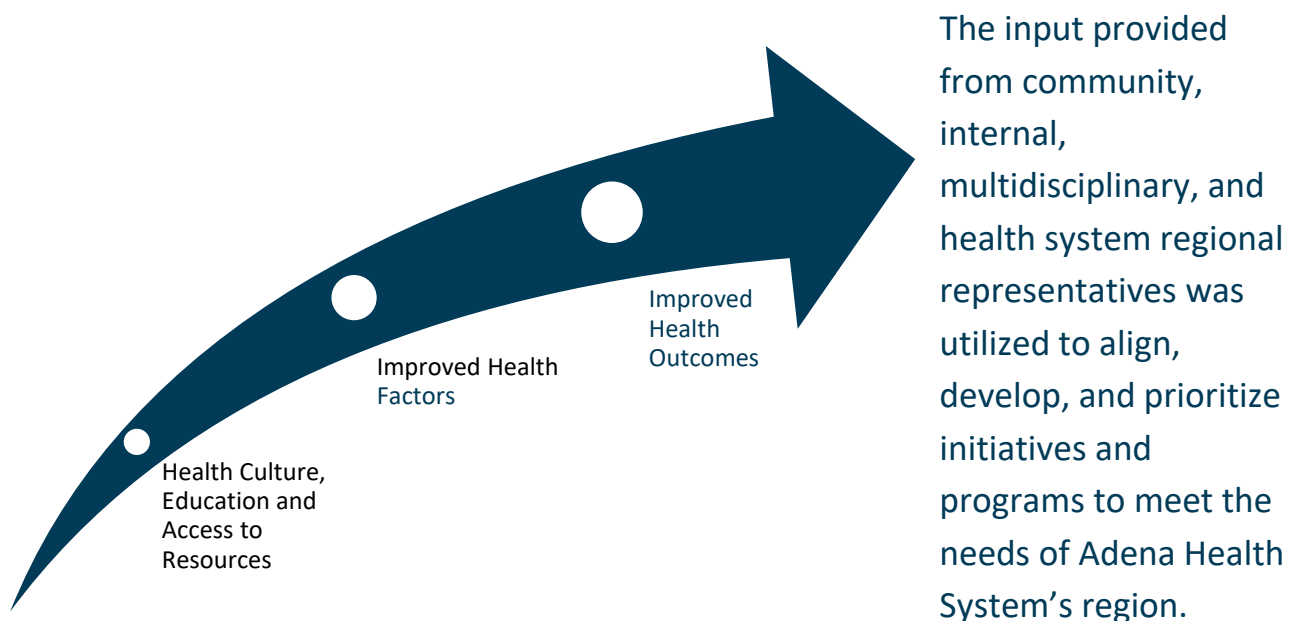


Figure 10: Health factor and outcomes logic model

After considering the results from the community health needs assessment, completing the SWOT analysis, input on overlap in system-wide efforts, as well as opportunity to improve and expand, the team identified top strategic areas of opportunity for Adena Community Health & Development to focus on in 2023-2025. Figure 11 provides a visual summary of this strategic analysis.

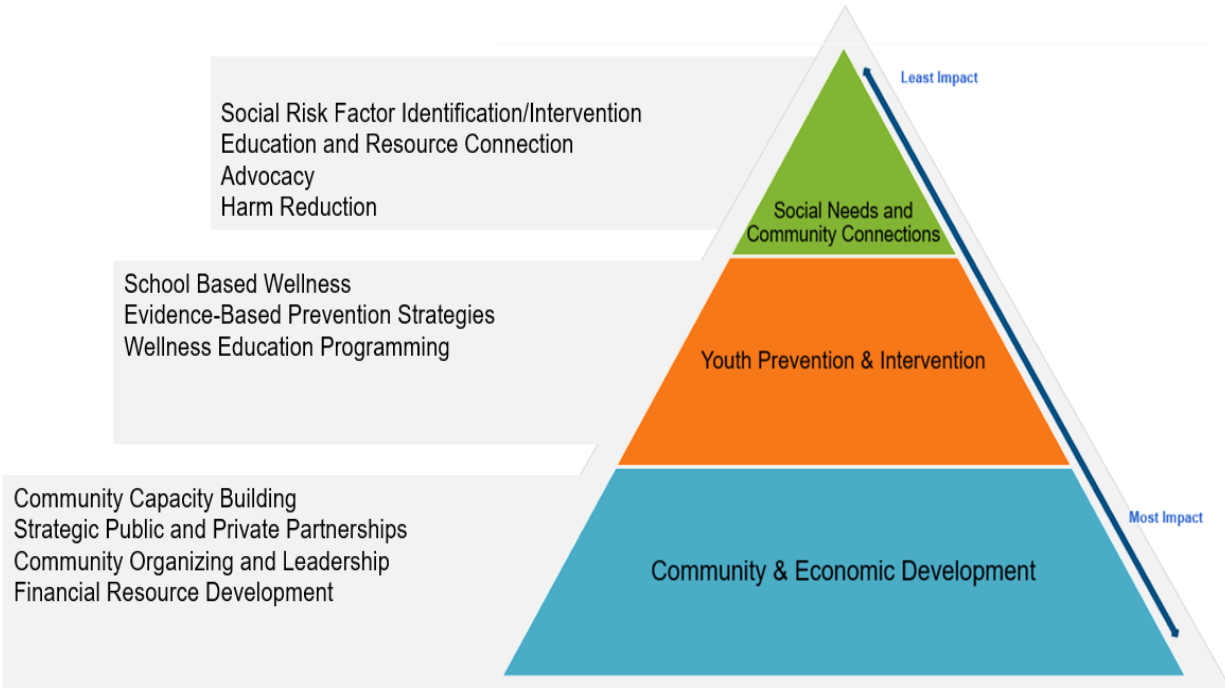


Figure 11: Adena Community Health & Development strategy 2023-2025

The Adena Community Health & Development team utilized the internal and external community stakeholder input to review and revise initiatives, programs, and activities. This included consideration of grant programs, partnerships, and/or sponsorships of local community programs, as well as current staffing capacity considering changes in employer workforce since the COVID-19 pandemic. Table 1 outlines the overarching strategies, target metrics, and initiatives Adena Health System’s Community Health & Development will invest in 2023-2025. These include social needs and community connections, youth prevention and intervention, and community and economic development.

Social needs and community connections

Adena Health System’s primary service region experiences the social and economic barriers consistent with the Appalachian region. Social determinants of health are a common barrier for many patients in the region to access care, as well as benefit from it.

Adena Health System will invest in internal resources, as well as external partnerships to ensure patients and community members interacting with the health system are provided access to and benefit from education, socioeconomic, advocacy, and care resources that increase access to health care education and services.

Adena Health System will invest in the community health priority needs in all counties — Fayette, Highland, Pike, and Ross — as it provides assistance to the primary barriers patients in the Appalachian region experience. These will include community resource information education, development of education advocates, and resources. It will also include health care provider education, referral, and follow-up resources.

Youth prevention and intervention

Adena Health System's primary service region experiences low educational attainment as well as a skilled workforce shortage. Adena Community Health & Development and Adena Occupational Development will partner with local mental health and social service agencies to implement Whole Child resources in Fayette, Highland, Pike, and Ross County school districts, as well as beyond (those requesting). The initiative will address wellness assessment, strategy, health care, mental health, and social needs of students and staff in the region.

Adena Health System will invest in the school-based community health priority needs in all counties — Fayette, Highland, Pike, and Ross — as it provides assistance to the primary barriers patients in the Appalachian region experience. These include prevention education; access to care; support of caregivers, including educators and community resource information education; development of education advocates; and resources. It will also include health care provider youth education, referral, and follow-up resources.

Community and economic development

Adena Health System's primary Appalachian service region experiences significant socioeconomic challenges including poverty, low educational attainment, and poor health outcomes.

Adena Health System will invest in external resources, including partnerships, to ensure the community is provided access to and benefits from education, socioeconomic, advocacy, and care resources that increase access to health care education and services.

Adena Health System will participate in the community economic health priority needs in all counties — Fayette, Highland, Pike, and Ross — as it provides assistance to the primary barriers patients in the Appalachian region experience. These will include community resource information education, development of education advocates, and resources. It will also include health care provider education, referral, and follow-up resources.

Table 2: Adena Community Health & Development Strategic Priorities - 2023-2025

Strategies	Metrics	Targets	Priority Initiatives
Social Needs & Community Connections	Length of Stay Reduction Readmission Reduction Non-Emergent ED Utilization HEDIS Measure Improvement	Increased Social Risk/ Determinant Assessment Increased intervention, community and Pathways referrals	<ul style="list-style-type: none"> • School-Based Wellness and Prevention • Regional Victim’s Advocacy Network • Rural Communities Opioid Response • Social Determinants Intervention and Support Pathways • Patient and Caregiver Community Resource Connection and Education • Active Mobility Plan Collaboration • Civic Engagement, Leadership and Capacity Building • Community Health & Wellness Education
Youth Prevention & Intervention	Disconnected Youth Reduction Increased Educational Attainment	Increased school attendance Reduced behavior infractions Improved performance scores	
Community & Economic Development	Increased Wage Index Increased Healthcare Access Increased Business Development Improved Health Factors	Regional education, economic and workforce development planning Increased public health collaboration	

Adena Community Health & Development will coordinate initiatives to drive these overarching strategies that will involve specific programs and activities aligned with the primary health issues of cancer, heart disease, mental and behavioral health, lung and respiratory issues, child safety and lifelong wellness, and access to health care and social services. Tables 3-8 provide additional detail.

Table 3: Adena Health System Cancer-Related Programming and Activities

HEALTH PRIORITY: Cancer			
	Initiatives	Programs	Strategic Partners
Social Needs & Community Connections	Community Health & Wellness Education	Free lung screenings	Fayette, Highland, Pike, and Ross County Health Departments
		LiveStrong	Fayette and Ross YMCAs
		Walk With a Doc and Just Walk Programs (cancer screening education)	Fayette, Pike, and Ross County YMCAs, Highland County Senior Center
Youth Prevention & Intervention		School-based vaping and tobacco use prevention education	Fayette, Highland, Pike, and Ross County Health Departments
Community & Economic Development			

Table 4: Adena Health System Heart Disease-Related Programming and Activities

HEALTH PRIORITY: Heart Disease			
	Initiatives	Programs	Strategic Partners
Social Needs & Community Connections	Community Health & Wellness Education	Cooking Matters classes	Fayette, Highland, Pike, and Ross County Health Departments
		Dining With Diabetes	Pike and Ross County OSU Extension Offices
		Walk With a Doc and Just Walk Programs (heart screening education and exercise)	Fayette, Pike, and Ross County YMCAs, Highland County Senior Center
		Diabetes Prevention	Fayette and Ross County YMCAs
	Social Determinants Intervention and Support Pathways	Food Rx fresh produce vouchers	Fayette, Highland, Pike, and Ross County Farmers Markets
Youth Prevention & Intervention	School-Based Wellness and Prevention	Nutrition education	Fayette, Highland, Pike, and Ross

			County OSU Extension Offices, Pike Healthy Living Initiative (PHLI)
Community & Economic Development	Active Mobility Plan Collaboration	Complete Streets Steering Committee	Ross County Health District

Table 5: Adena Health System Mental & Behavioral Health-Related Programming and Activities

HEALTH PRIORITY: Mental and Behavioral Health			
	Initiatives	Programs	Strategic Partners
Social Needs & Community Connections	Community Health & Wellness Education	Adena Victim’s Advocacy Program	Nationwide Children’s Hospital, Ross County Child Protection Center
		Mental Health Screening	Adena Medical Group
	Rural Communities Opioid Response Program (RCORP)	SUD Stigma Campaign	HRSA
		Peer Recovery Expansion Efforts	Community Action of Ross County, Fayette County Community Action
		Medication Assisted Treatment (MAT) expansion	Westmoreland Nursing Home, Chillicothe Recovery Services, Brightview Health Center, Adena Medical Group
	Youth Prevention & Intervention	School-Based Wellness and Prevention	Body Safety Dating Violence Prevention and Education
Signs of Suicide Training			Nationwide Children’s Hospital
Drug and Alcohol Prevention Education			Paint Valley ADAMH Board MADE Program
Youth Mental Health First Aid Training (for educators)			Paint Valley ADAMH Board

Community & Economic Development	Civic Engagement, Leadership and Capacity Building	Leadership of the Ross County mental Health Forum	Partners for a Healthier Ross County members
		Mental Health Court Docket	
	Regional Victim's Advocacy Network	Leadership and coordination of regional planning committee	Fayette, Gallia, Highland, Jackson, Pike, Ross, Vinton, Scioto County Prosecutor Office, Holzer Health System, Southern Ohio Medical Center

Table 6: Adena Health System Lung and Respiratory-Related Programming and Activities

HEALTH PRIORITY: Lung and Respiratory Issues			
	Initiatives	Programs	Strategic Partners
Social Needs & Community Connections	Community Health & Wellness Education	Free lung screenings	Fayette, Highland, Pike, and Ross County Health Departments
		LiveStrong	Fayette and Ross YMCAs
		Walk With a Doc and Just Walk Programs (cancer screening education)	Fayette, Pike, and Ross County YMCAs, Highland County Senior Center
		Adena Quit Clinic	
Youth Prevention & Intervention	School-Based Wellness and Prevention	School-based vaping and tobacco use prevention education	Fayette, Highland, Pike, and Ross County Health Departments
Community & Economic Development	Civic Engagement, Leadership, and Capacity Building	Leadership of the Pike County Tobacco Prevention and Cessation Coalition	Pike County Health Department, Pike County Chamber of Commerce

Table 7: Adena Health System Child Safety and Lifelong Wellness-Related Programming and Activities

HEALTH PRIORITY: Child Safety and Lifelong Wellness			
	Initiatives	Programs	Strategic Partners
Social Needs & Community Connections	Community Health & Wellness Education	School District Health & Wellness Assessment and Strategic Planning	Nationwide Children’s Hospital, Integrated Services, Paint Valley ADAMH Board
Youth Prevention & Intervention	School-Based Wellness and Prevention	Adena School Based Mobile Health Clinic	Adena Medical Group
		Telehealth Care	Adena Medical Group
		Sports Medicine Program	Adena Orthopedic and Spine Institute

Community & Economic Development	Civic Engagement, Leadership and Capacity-Building	Adena Career Pathways Program	Ross County OSU Extension, Pickaway Works
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Table 8: Adena Health System Access to Healthcare and Social Supports Related Programming and Activities

HEALTH PRIORITY: Access to Care and Social Supports			
	Initiatives	Programs	Strategic Partners
Social Needs & Community Connections	Social Determinants Intervention and Support Pathways	Community Health Worker and Peer Recovery Supporter ED Integration	Adena Medical Group, Adena Regional Medical Center, Adena Fayette Medical Center, Adena Greenfield Medical Center, and Adena Pike Medical Center
		PHRC Access To Care Community Education (healthcare utilization)	Ross County Health District, Hopewell Health Center
	Patient and Caregiver Community Resource Connection and Education	Community Resource Guide; Weekly Resource Update	
		Advocacy Team Crisis Intervention	
Youth Prevention & Intervention			
Community & Economic Development	Civic Engagement, Leadership, and Capacity Building	Leadership of Partners for a Healthier Ross County, Highland County Healthcare Collaborative, Fayette County Health Coalition, and Pike County Health Coalition	Fayette County, Highland County, Pike County, and Ross County Health Departments

INITIATIVES AND RESOURCES

While Adena Health System/Adena Regional Medical Center has targeted programs toward many of the significant priority health needs identified in the 2019 CHNA, there are also other initiatives and resources that address these – and other – health concerns in the community.

Adena family medicine residency clinic

The Adena family medicine residency clinic is a hospital clinic providing affordable, quality health care. The clinic pairs accessible primary care medical services provided by physician interns and residents of Adena Graduate Medical Education program, family and internal medicine preceptors, and a certified nurse practitioner also providing services to patients in the clinic. For more information, go to: <http://www.adena.org/locations/department.dT/residency-clinic>

Hope Clinic of Ross County

The Adena Health System provides both financial and volunteer resources to the Hope Clinic of Ross County. Hope Clinic provides free medical, dental, and vision care to uninsured individuals one evening per week at its location in Chillicothe. More than a dozen Adena nurses and physicians volunteer their time at the clinic.

Community health programs

Adena Health System and Adena Community Health & Development offers community health programs and events in various locations throughout the year to help our community lead healthier lives through wellness education and the prevention of illness and injury. Topics include but are not limited to the following: cancer, diabetes, heart disease, bone and joint care, childbirth, multiple sclerosis, stroke, and wellness. Following these health seminars, an evaluation form is distributed to request feedback about both the content of the program as well as the speaker. It also asks for other topics of interest and general feedback.

Adena also is a facilitator of the Safe Communities programming as part of a grant from the Ohio Department of Safety. Education and outreach on use of seatbelts and the dangers of impaired and distracted driving are delivered at local public high schools, community fairs, festivals, and events. A yearlong social media campaign is also coordinated as part of this program.

Community events

Adena Health System and Adena Community Health & Development also participates in general health fairs/community events, employer health fairs, and senior health fairs, often organized by other community organizations. At the general health fairs/community events, Adena provides bone density screenings, “Ask the Doctor,” diabetes information, pediatricians — general information, and geriatricians — general information. There is no invasive testing, e.g., blood sugar, cholesterol, HIV testing, at any of these events.

APPROVAL OF CHNA AND IMPLEMENTATION STRATEGIES

The board of trustees of the Adena Health System and the Adena Regional Medical Center, at its regular meeting on Jan. 2, 2023, approved the adoption of the 2022 Community Health Needs Assessments completed in collaboration with Fayette County Health Coalition, Highland County Healthcare Collaborative, Pike County Health Coalition, and Partners for a Healthier Ross County. In addition, the implementation strategies outlined by Adena’s Director of Community Health & Development were also approved for Adena Health System and Adena Regional Medical Center.