



Pike County 2019 Community
Health Needs Assessment

IMPLEMENTATION STRATEGIES



ADENA HEALTH SYSTEM

Adena Pike Medical Center (APMC) is a part of the Adena Health System. Since 1895, Adena Health System has remained focused on its commitment to provide patients with the best healthcare and service. Today, Adena Health System includes three hospitals (Chillicothe, Greenfield and Waverly) and five regional clinics, with a total of 311 beds. Adena provides quality healthcare for almost 400,000 residents in its 9-county, southern Ohio service region, which includes Fayette, Highland, Hocking, Jackson, Pickaway, Pike, Ross, Scioto and Vinton Counties.

Adena offers its patient's 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 a number of specialty services that are typically found in larger medical centers. These include: 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 Pike Medical Center (Figure 1) has a total of 25 beds and has a critical access hospital designation. AGMC's medical staff includes primary care and specialty physicians. Through its affiliation with the Adena Health System, APMC is able to provide a wide array of specialty services that includes cardiology, general surgery, obstetrics and gynecology, physical medicine, rehabilitation, radiology, sports medicine, and wound care.



Adena Pike Medical Center Community Pike County, Ohio

Pike County is located in rural, south central Ohio (Figure 2) and is one of Ohio's 32 Appalachian counties. The county covers 441.5 square miles and is mostly rural. Nearly 65% of the land is forested and another 24% that is pastured and cultivated for crops. Less than 6% of the land is developed for residential or commercial use.

The population of Pike County is 28,067 (U.S. Census Bureau 2018), which has declined since 2010. Approximately 4,270 live in the county seat, Waverly. Another 2,157 live in the village of Piketon. The remaining population lives in the outlying rural areas. It is part of the 2nd Congressional District and contains the population patterns and distinct economic conditions inherent of the Appalachian region of the U.S. These include challenges such as low educational attainment, limited economic diversification and growth (Figure 3).



Figure 2: Pike County, Ohio

COMMUNITY HEALTH NEEDS ASSESSMENTS AND IMPLEMENTATION STRATEGIES

As part of the Affordable Care Act, all non-profit 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 an implementation strategies that address the priority health needs that are revealed in the corresponding assessment.

The Adena Pike Medical Center partners with other local organizations as part of its involvement with the local health coalition, the Pike County Health Collaborative. The Pike County Health Coalition is a collaborative, community-based group whose efforts are aimed at improving the quality of life for residents of Pike County. The coalition will continue its collaboration to complete an updated assessment and strategic plan in 2019. The coalition, organized with a memorandum of understanding (MOU), is structured with a steering committee and subcommittees focused on specific health priorities. There is representation from the following agencies:

Community Snapshot

Population: 28,067 (population declining)

Percent with four year college degree or higher: 13%

Median household income: \$43,562

Families living below poverty level: 14%

Median gross rent: \$665

2018 Unemployment Rate: 5.8%

Largest industrial sector: Goods Producing, 8,287 jobs (top three sectors natural resources, mining, construction)

Figure 3: Highland County Snapshot

Pike County General Health District, Adena Health System, Valley View Health Center, Community Action Committee of Pike County, OSU Extension-Pike County, Pike Healthy Lifestyle Initiative (PHLI), Pike County Job and Family Services, Pike County Senior Center, Pike County Children's Services, the Recovery Council, Southern Ohio Medical Center, Paint Valley ADAMH, Pike County YMCA, Pike County Sheriff's Department, Pike County Partnership Against Domestic Violence, Ross-Pike Educational Services District.

The coalition efforts are driven by a vision of a community where everyone has knowledge of and access to health and wellness resources. Keeping in mind the values of respect, trust, inclusiveness, engagement and communication, the Pike County Health coalition is mission-focused to raise awareness and ultimately improve the health and wellness of the residents of Pike County through the ongoing cooperation and focus of its community leaders, local health care providers, and citizens. By working through socioeconomic issues of Pike County residents, this will be achieved.

Progress on the 2016 Community Health Needs Assessment

Adena Health System and Adena Pike Medical Center updated its 2013 community health needs assessment and implementation strategies plan in 2016. The revised plan, partially aligned with the Highland County Health Collaborative's 2016 Community Health Improvement Plan. Full alignment was not possible due to other partnering agencies not able to meet the timeline the hospital was required to meet by the IRS. However, final health priorities were ultimately very similar so better alignment was possible with collaboration.

The Pike County Health Collaborative focused on five priority health needs: substance use disorder; mental health; obesity, physical health and nutrition; chronic disease; infant mortality and tobacco use. These priorities were very similar to the Adena Pike Medical Center's and the Adena Health System's top health priorities (Figure 4).

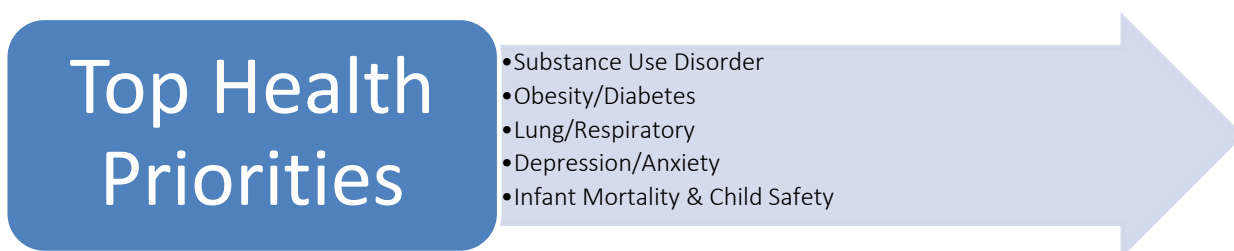


Figure 4: Adena's 2016 Community Health Needs Assessment Priorities

A community health and development plan was built around these health priorities using five primary strategies: infrastructure building; advocacy; education; programming and financial support. 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 Pike County community (Figure 5).



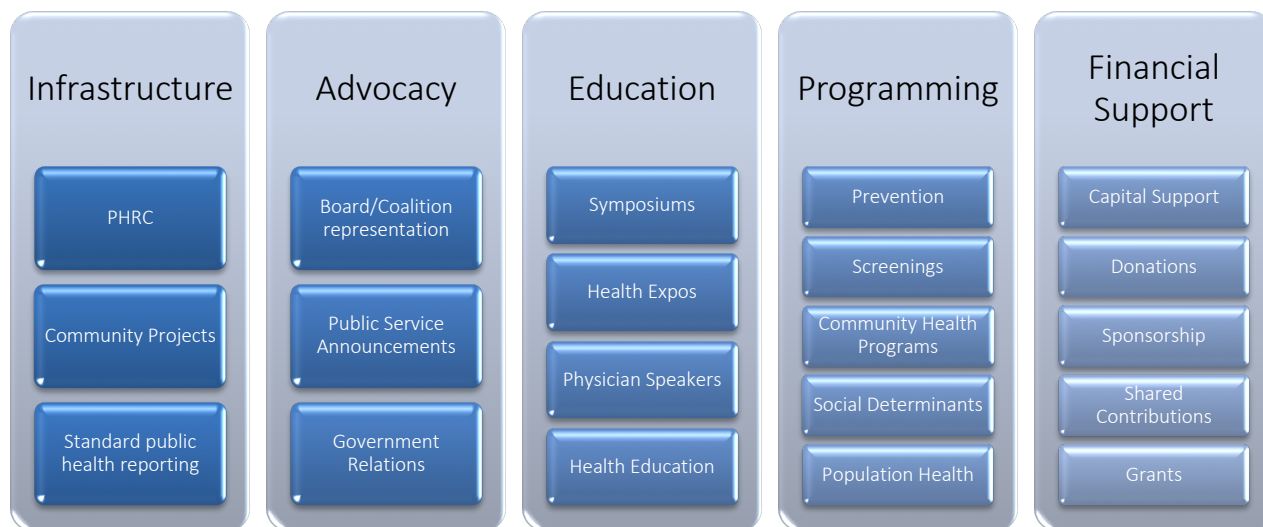


Figure 5: Adena's 2016-2019 Approach to Community Health and Development

As a result of these efforts, Adena Health System developed a variety of local partnerships, programs and initiatives focused on creating awareness around 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. Infrastructure, for example, was a key piece in the last plan as there was very little organization and partnership around health issues other than substance use disorder.

Advocacy for priority health issues, as well as community development issues was also another effort that made as part of the Adena Health System Community Health Assessment Implementation Strategies. Participation by Adena Health System representatives on local boards and coalitions, as well as advocacy at the state and federal level for funding support around issues like substance use disorder and mental health were also made. Advocacy for policy adoption such as adoption of smoke free public spaces was also made by Adena Community Health and Development.

Education and programming were also continued from the efforts of the 2013 Community Health Needs Assessment, as well as additional efforts were made to educate and engage the broader community in health awareness and improvement. A variety of venues like Walk With a Doc, physician speaker series Here For Life and a variety of health expos and symposiums were held to engage the broader community with education on disease prevention and management, as well as wellness opportunities, including improved physical activity, nutrition and mental health. Financial support was also provided to community initiatives, as well as Adena Health System Community Health programming efforts in order to address the top health priority issues. The following summarizes the reach and impact of each of the strategies from 2016-2019. Full detail of year over year efforts is available in the appendix.

2016-2018 Community Health Implementation Strategies Impact

SUBSTANCE USE DISORDER

Infrastructure Building

Adena, as part of its coordination efforts with the Pike County Health Coalition began cross reporting in January of 2018). A total of two representatives (medicine, nursing, and community health) from APMC team participate on the coalition.

No collaborative agreement with an in-patient detox facility was accomplished in 2018, however a formal agreement with BrightView Treatment Centers was executed providing priority appointments to Adena patients identified with substance use disorder. A grant from Ohio Mental Health and Addiction services was also obtained to install an emergency room SUD navigator to begin in 2019, which will include telehealth services to APMC emergency room patients.

Advocacy

APMC has a total of two employees who dedicated a minimum total of two hours a month to participating in Pike County Health Collaborative meetings and coordinating projects for the group in 2018.

Programming

The Baby Centered Recovery Program provided a total of 54 women (from multiple counties including Pike, Highland and Ross) with pregnancy education and addiction counseling, as well as food and baby supplies at no charge to participants. A total of 31 completed the program. The program was recognized as the 2018 Promising Practices Program by the Centers for Medicaid and Medicare.

The APMC Emergency Department was awarded a grant by the Ohio Mental Health and Addiction Services agency to install a social worker/substance use disorder navigator to engage patients identified as needing services in resources for recovery. Installation of the navigator will happen in 2019 and will include on-site and tele-health services to Waverly and Greenfield emergency room sites.

OBESITY AND DIABETES

Advocacy

APMC deployed regional public service announcements, including Pike County, via local radio and social media focused on nutrition and fitness education and awareness.

Education

APMC partnered with the Pike County Ohio State University Extension office to deliver cooking classes to Adena patients with obesity and diabetes. A total of 17 families were served in Pike County with nutrition education, food preparation and education on shopping healthy on a budget and label reading. A total of \$1,252 was expended providing patients with the six-week long education series.

Programming

Adena Health System coordinated a Healthy Kids event at the Pike County Fair where a total of 165 children were provided 45 minutes of healthy cooking instruction followed by thirty minutes of nutrition, fitness and wellbeing education.

Adena Health System partnered with the Pike County Libraries to coordinate the Healthy Kids Summer Fun Challenge, coordinated with the Bookworm Summer Reading program. A total of 301 children were engaged in the program with 74% persisting throughout the summer with the program and 19% completing all of their healthy challenges. Participants 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.

Financial Support

Adena Health System Partnered with the Pike County OSU Extension to fund the Food Rx and Fruit & Veggie Perks program which provided 25 individual Adena patients and community SNAP beneficiaries a total of \$250 of fresh fruits and vegetables.

RESPIRATORY ISSUES

Programming

Adena Health System coordinated the Adena Quit Clinic which provided a total of 27 patients received tobacco cessation counseling, support and nicotine replacement education by Adena Pharmacists in 2018.

The Adena Cancer Center provided a total of 1,929 patients from the region including Pike, Highland and Ross Counties with free lung cancer screenings in 2018 which resulted in 18 positive cancer findings.

Financial Support

Adena Health System provided \$15,000 in support for Relay for Life which engaged the Ross, Pike and Highland communities in cancer awareness (including lung cancer) and fundraising for research.

MENTAL HEALTH

Advocacy

ARMC deployed regional public service announcements, including Pike County, via local radio and social media focused on mental health awareness.

Programming

The Adena Health System houses a victim's advocate team in the ARMC emergency department which provided 161 victims from a nine-county region including Pike County, with services to address sexual assault (adult and pediatric), domestic violence, child abuse, elder abuse, human trafficking and hate crimes with mental health referral, safety net and support services free of charge, valued at \$225,000 in 2018.

Financial Support

Adena Health System provided \$2,619 in support to the Scioto Paint Valley Mental Health Center to finalize and complete an assessment and strategic plan for the regional 211 resource referral line that supports six counties including Ross, Pike and Highland.

Adena partnered with the Pike-Ross Educational Service District in March and August 2018 to provide \$3,372 in financial support for Trauma Informed Care training for Ross and Pike County teachers and administrators. A total of 219 school system employees participated in two trainings.

INFANT MORTALITY/CHILD SAFETY

Advocacy

ARMC deployed regional public service announcements across the health system and clinics focused on safe sleep awareness in all of its communities, including Pike.

Programming

The Adena Centering Pregnancy Program provided a total of 54 number high-risk pregnancy patients (including those from Pike County) with pregnancy education and support during a total 7 ongoing monthly classes.

Financial Support

Adena Health System provided a total of 2 cribs and 1,063 sleep sacks for some of the 1,063 babies born at the Adena Women's and Children's Center in 2018. Patients come from multiple counties including Ross, Pike and Highland.

Adena Health System continued its more than 20 year relationship with the Ross County Child Protection Center in 2018 which provides resources and counseling to young victims of interpersonal violence and sexual assault in a nine county service region that includes Ross, Pike and Highland Counties. Adena provided a total of \$63,374 in financial support for the CPC's facility costs and information technology needs. Medical and nursing staff also provide support to the center.

Community Health Outcomes and Health Factors Summary

Pike County Health Outcomes moved from 88 to 87 in 2018 (County Health Rankings). Pike County Health Factors moved from 86 to 86 in 2018 (County Health Rankings).

2014	2015	2016	2017	2018	2019
Outcomes: 83	Outcomes: 85	Outcomes: 88	Outcomes: 88	Outcomes: 87	Outcomes: 87
Factors: 88	Factors: 88	Factors: 88	Factors: 86	Factors: 86	Factors: 83

ADDITIONAL INITIATIVES AND RESOURCES

Community Support

Adena provides support to the Pike County community through a variety of engagement activities, including financial support and participation in local community events and initiatives. In 2018, APMC caregivers fulfilled more than 76 volunteer opportunities in their community with a total of 306 hours of service at local fairs and festivals, non-profit board participation and leadership, as well as a variety of community improvement efforts. Here are areas in which Adena is working to make a difference:

- **Ronald McDonald House Charities** – Adena Health System provided \$5,000 in support to Ronald McDonald House Charities which provided 267 nights of stay to 41 Pike County families receiving care at Nationwide Children’s Hospital in Columbus, Ohio, an affiliated partner of Adena Women’s and Children’s.

Unintentional Injuries

The primary cause of unintentional injuries in Pike County in 2016 became drug overdose deaths surpassing automotive accidents. AHS/APMC saw a continued reduction in overdoses during 2018 and the county saw a 25% reduction in overdose deaths in 2018 due to their tracking and information sharing through the Hope Partnership Project funded by the Ohio Department of Justice. Narcan deployment continued in local law enforcement and public health programs, but also in the Adena Regional Medical Center and Adena Pike Medical Center emergency departments.

Residency Clinic

The Adena Family Medicine - Residency operated a clinic in 2017 providing affordable, quality health care. The Clinic paired accessible primary care medical services provided by physician interns and residents of Adena's Graduate Medical Education program, family and internal medicine preceptors providing services to patients in the clinic. A total of 2,926 patients, mostly from seven counties (Ross, Fayette, Vinton, Pickaway, Pike, Highland and Jackson) made a total of 7,988 visits to the residency clinic in 2018.

For more information, go to: <http://www.adena.org/locations/department.dT/residency-clinic>

Adena Sports Medicine – Athletic Training Program

The Adena Health System provided more than \$591,285 in athletic injury prevention, diagnosis, and evaluation services to 12 local public high schools within the service region in 2018. A total of 12 athletic trainers work within the school's athletic departments and focus on educating students, parents and coaches on sports medicine topics, including concussion identification and treatment. A total of 2 trainers at 2 schools provided \$91,275 in support in Pike County.

The staff is also readily available at athletic events and provides yearly sports physicals to more than 1,200 students in Pike, Ross, and Jackson counties.

COMMUNITY COLLABORATIONS

Hope Clinic

Adena provider, Jami Easterday, CNP, continued volunteer efforts as the Director of the Hope Clinic of Ross County. A total of 11 Adena physicians provided 114 hours of care and two Adena nurse practitioners provided 112 hours of care at Hope Clinic in 2018. A total of 378 patients were served with \$156,411 worth of medical services at no charge. This clinic provides free medical care to those without health insurance coverage, including medical, dental and vision care. The clinic is located in Chillicothe, OH but serves patients from around the region including Ross, Pike and Highland Counties. It is open one day per week. AHS provides an additional \$3,675 in monetary support from its community health budget to the Hope Clinic for medical supplies and resources.

For more information, go to <http://www.hopeclinicfree.org/>

PIKE COUNTY HEALTH COALITION

To truly improve health through solutions that address social, cultural, and biological determinants of health, Adena physicians and caregivers recognize the need to partner directly with surrounding community. Adena's vision is to be instrumental in helping to create healthy, thriving communities. For this reason, community engagement – along with patient care and education – is a key strategy in impacting the health of the community.

The Pike County Health Coalition is a collaborative, community-based group whose efforts are aimed at improving the quality of life for residents of Pike County. The coalition will continue its collaboration to complete an updated assessment and strategic plan in 2019. The coalition, organized with a memorandum of understanding (MOU), is structured with a steering committee and subcommittees focused on specific health priorities. There is representation from the following agencies:

Pike County General Health District, Adena Health System, Valley View Health Center, Community Action Committee of Pike County, OSU Extension-Pike County, Pike Healthy Lifestyle Initiative (PHLI), Pike County Job and Family Services, Pike County Senior Center, Pike County Children's Services, the Recovery Council, Southern Ohio Medical Center, Paint Valley ADAMH, Pike County YMCA, Pike County Sheriff's Department, Pike County Partnership Against Domestic Violence, Ross-Pike Educational Services District.

Both the 2019 Community Health Needs Assessment and Community Health Improvement Plan are available on the same website as this Implementation Strategy, as well as on the websites of the other partnering agencies.

<https://www.adena.org/inside/page.dT/chna>

2019 COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

This 2019 Community Health Needs Assessment was completed through a comprehensive process of data collection and evaluation utilizing the M.A.P.P. process. The data for this report reflects only Pike County. Both qualitative and quantitative data were collected from primary and secondary sources. Data was collected in a total of four categories (Figure 6): Community Themes and Strengths; Local Public Health System; Community Health Status; and Forces of Community Change. This information was compiled and evaluated by the Pike County Health Collaborative and hospital and public health work teams in order to finalize specific health-related priorities. The published assessment completed as part of these efforts is intended to inform decision makers and funders about the challenges Pike County faces in improving community health, and the priority areas where support is most needed. The information is also intended to be useful as a planning tool for community organizations.

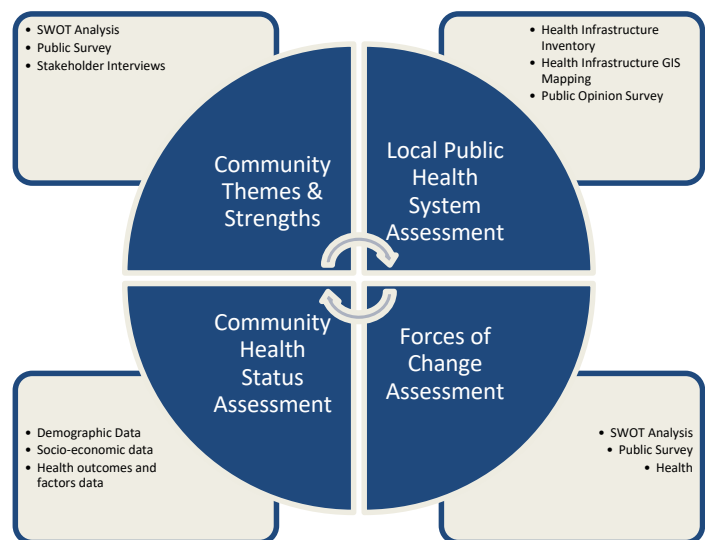


Figure 6: MAPP Four-Part Comprehensive Assessment Process

Methods

Quantitative and qualitative methods were used to collect information for this assessment. Quantitative data collected includes demographic data for the county's population, vital statistics such as birth and death rates, and disease prevalence for the county as a whole. In addition, an inventory of all the community's health related infrastructure was taken and mapped utilizing GIS technology. A life expectancy mapping by census tract was also compiled. 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 - which received more than 600 responses - as well as community focus groups and community stakeholder interviews.

How has the 2019 CHA been improved since the last assessment?

The 2019 CHA improves upon the 2016 CHA with the following additions:

- More in-depth assessment of the public health system including GIS mapping
- Additional survey questions and data on social factors like interpersonal violence, housing, transportation, income and education that impact health
- Increased engagement of the community via survey, public commenting periods and stakeholder interviews

Source

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 external from outside the health system/hospital (county and state). The primary data gathered 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, 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 healthcare providers, nutrition, fitness and social support was also taken as part of the public health system review and then mapped utilizing GIS technology to create a visual on health resource gaps in the community. This was also 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 typically 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.

Community Questionnaire

A questionnaire was developed for the general public, which queried respondents about the most important health needs, common barriers, and habits they used to maintain their own personal health. The survey was distributed in hard copy by member agencies and community partners to a variety of locations in Pike County 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, the survey was made available broadly through an electronic Survey Monkey. Notices about the online version with its link were posted on member agency's websites, social media pages, and emailed to members of local business, government, civic groups, schools, and universities. All of the hard-copy survey data was entered into the electronic Survey Monkey by Adena Health System volunteers and Pike County Health Department staff.

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. A total of three stakeholders were interviewed two representatives from the Pike County Health Collaborative team. The Responses were then reviewed for themes and consensus results.

Focus Groups

An interview script was developed to guide facilitation of two community focus groups held in Pike County. One focus group was held at the Shyville Senior Living Apartments in Piketon Ohio. The other focus group was held at the Scioto Paint Valley Mental Health Center in Waverly, Ohio. Each cohort was provided voluntary option to participate in the group and asked the same questions related to their health experiences and what they believed was needed in the community to improve health. Notes were taken to document the conversations and later utilize to identify themes from participant responses.

Key Findings

As part of the community health needs assessment (CHNA) process, Adena Health System and the Pike County Health Coalition utilized both primary and secondary data to identify priority health areas for the Pike County community. Secondary data was collected on demographics, socio-economic determinants, disease prevalence, in addition to vital statistics data. A public survey and focus groups were also conducted to collect primary data around health behaviors and environmental factors contributing to poor health. This data was then reviewed by the Pike County Health Coalition steering team. These teams then prioritized the indicators via planning workshop. Figure 7 outlines the primary health issues identified by the Pike County Health Coalition as part of the CHNA and will be used to develop the community health improvement plan (CHIP).

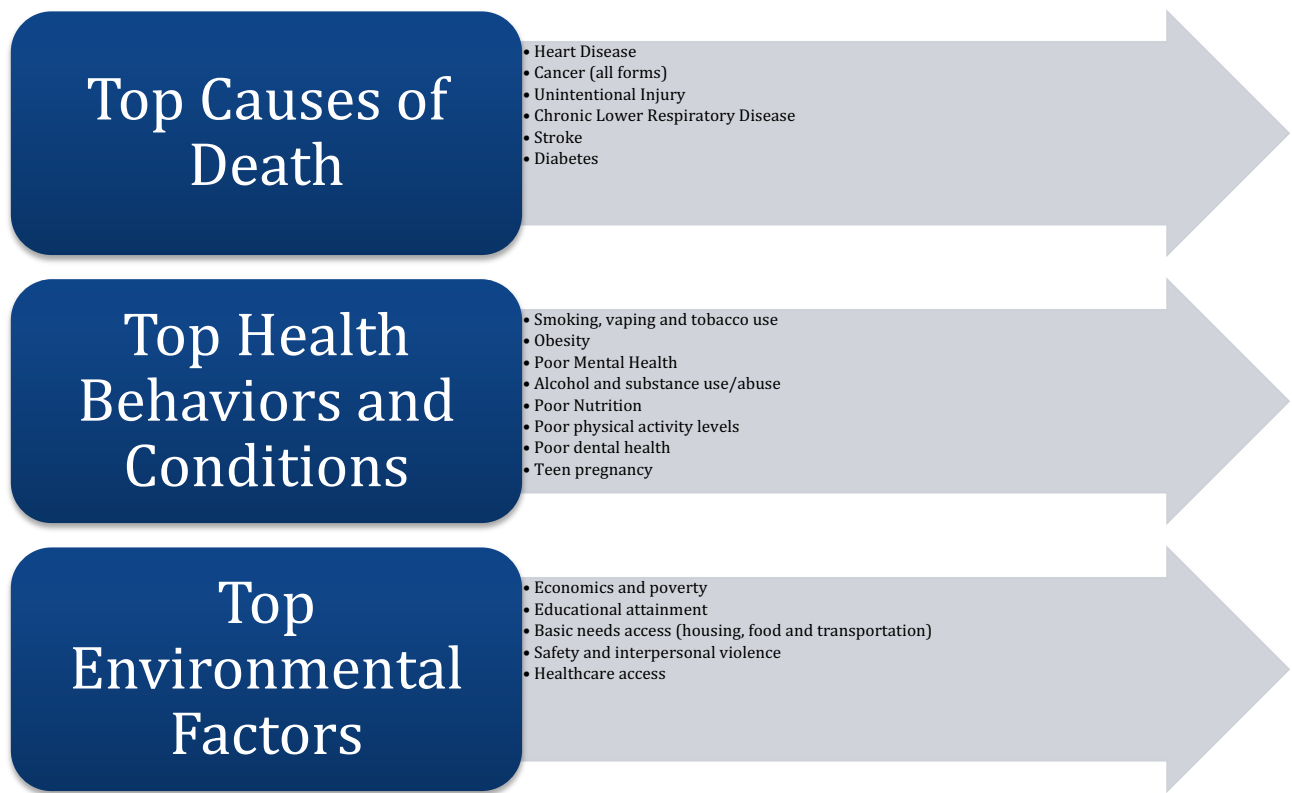


Figure 7: 2019 Community Health Needs Assessment Key Findings

2019 ADENA HEALTH SYSTEM COMMUNITY HEALTH PRIORITIES AND IMPLEMENTATION STRATEGIES

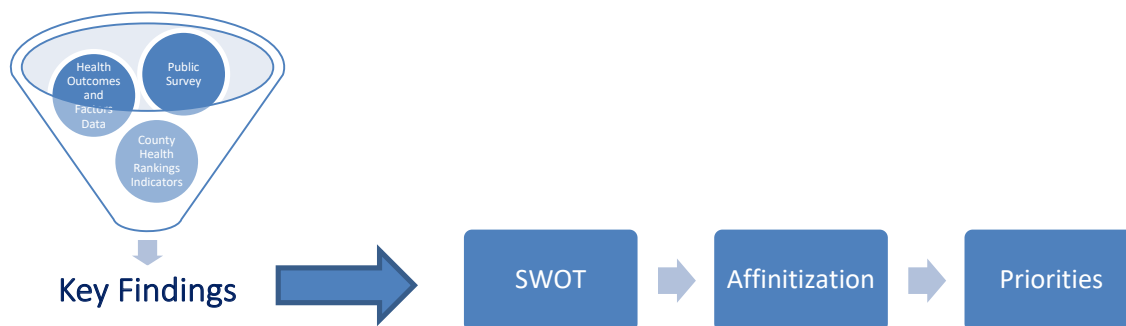
The process to identify Adena Health System's top health priorities for the 2019 Implementation Strategies plan was modified for the most updated report. The absence of much of the collaborative infrastructure (sub-committees and work teams) to address community health required the primary focus of the last plan to be focused on community partnership building and resource development. As much of that infrastructure has now been established, focus internally at Adena to develop an implementation strategy that aligns community health with population health and quality efforts can be made.

The 2019 community health priorities and implementation strategies were developed by an internal advisory multi-disciplinary committee which convened on September 23, 2019 from the following departments: Dr. Kirk Tucker, Chief Clinical Officer; Dr. Takaji Kittaka, Chief Transformation Officer; Bambi Huffman, RN, MSN, Vice President of Population Health; Rhett Holland, RN, MBA, Vice President of Quality; Sheila Gray, DDS, Adena Board of Trustees; Molly Grooms, RN, MSN, Vice President of Nursing; David Zanni, Administrator Adena Pike Medical Center; Josh McCoy, MBA Administrator Adena Greenfield Medical Center; Donna Collier-Stepp, MSW, LISW-S; and Maria Smith, Director of Communications.

Process

This multi-disciplinary team combined community health assessment data from Highland (where Adena Greenfield Medical Center is located), Pike County (where Adena Pike Medical Center is located) and Ross County, as well as reviewed each 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 Adena Health System has hospitals. After completing this SWOT analysis, these results were then affinitized to understand where there is overlap in system wide efforts as well as opportunity to improve and expand. From there, the team identified top areas of opportunity for Adena Health System community health to focus on in 2020-2022. Figure seven provides a visual summary of this process.



Top Community Health Priorities 2020-2022

- Mental and Behavioral Health
- Obesity and Diabetes
- Tobacco and vaping cessation and prevention
- Social factors of health (transportation, interpersonal violence, food security and access to care)
- Child safety and lifelong wellness

Figure 8: Top Adena Community Health Priorities 2020-2020

Implementation Strategies

Adena Pike Medical Center and the Adena Health System will align its community health strategies and programming with the Pike County Health Coalition CHA and CHIP. Although AHS may not be able to fully address all the priority health needs, AHS will contribute to the steering committee and each of the subcommittees (built around the priority health issues). This will enable Adena Pike Medical Center to contribute to cross system collaboration, visibility, and health communication in Pike County. Community health programming will focus on the five health priority areas: mental and behavioral health; obesity and diabetes; tobacco and vaping cessation and prevention; social factors of health (limited to transportation, interpersonal violence; food security and access to care); and child safety and wellness (including prevention). An analysis, based from the report data was compared to current programming (2016 – 2019) results to establish programming outlines.

Based off of current programming success, Adena Pike Medical Center and the Adena Health System will again utilize five key strategies to address the five health priority areas, although they will be modified to provide more focus and impact. These include community development, advocacy, programs and initiatives, financial support (including grant seeking and funding) and clinical alignment. Infrastructure development (Table 1) will consist of alignment with other, pertinent coalitions, as well as development of sub-committees that currently do not exist including obesity and diabetes, respiratory and lung, mental health and infant mortality. In addition, relationships with partners who may be able to provide services or parts of the continuum that are not currently in existence will also be sought. Community reporting mechanisms to measure the effectiveness of services on the continuum will also be developed as they were not achieved during the last assessment in most cases.

Table 1: Community Health and Development 2020-2022 Implementation Strategies

Community Development	Advocacy	Programs and Initiatives	Financial Support	Clinical Alignment
Partnership Development	Local Board, Coalition and Civic Participation	Prevention Education	Project Funding (grants)	Primary Care
Public Health Alignment	Community Health PSAs	Screenings	Donations	Population Health
Collaborative Community Projects	Government Relations	Health and Wellness Programs	Grants (health system projects and initiatives)	Quality
Data Reporting		Social Factor Response		

Advocacy again will also be a key strategy. Adena Pike Medical Center and the Adena Health System currently have two employees who serve on the Pike County Health Collaborative steering committee and some additional sub-committees. Adena Health System will also utilize its marketing and communications department to continue public service announcement around each of the five key health issues that be delivered via local radio, newspaper and the Health System’s Facebook and Instagram pages which have more than 16,500 followers. Government relations will also be continued to ensure local, state and federal officials are informed of current health needs and priorities in the Pike County community.

Education will be absorbed along with programming into a new category, Programs and Initiatives. The hospital will provide education on each of the five key issues via its existing community health programs like the Health Kids Summer Fun Challenge with local libraries, Walk With a Doc held at the YMCA and Cooking Matters conducted in partnership with OSU Extension. In addition, initiatives like the Adena Advocacy Program will expand interpersonal violence response and support into the Pike County Community, through the Adena Pike Medical Center Emergency Department. Adena’s Quit Clinic and free lung cancer screenings will continue to be utilized to assist in addressing the lung and respiratory issues (related to smoking). A school based strategy will also be developed to ensure prevention education and support services that improve child wellness are made available to all Adena Health System education partners in Pike County.

Adena Health System will also continue to provide financial support to a number of Programs and Initiatives operated by its community partners. This includes financial support for the local 2-1-1 information and referral directory which will help navigate community members to all health and social services, as well as support for athletic trainers deployed within local schools, fresh produce for food insecure patients and families through FoodRX and transportation support for patients in need. Alignment with Clinical Services will also be added for the 2020-2022 implementation strategies. This includes working with population health, quality and primary care offices to provide resources for patients screened with social determinant barriers to health improvement.

Tables 2 through 6 provide a breakdown of how the strategies will be utilized for each priority health issue in a summary matrix.

Mental and Behavioral Health Summary Matrix

Long-term Goals:

- 1.) Adena Health System continues to provide high-quality inpatient and outpatient mental health care.
- 2.) Adena Health System continues to expand its intervention services by aligning community resources with clinical services.
- 3.) Educate the community about mental health and substance use disorder to destigmatize the seeking of support and treatment.

Table 2: Adena 2020-2022 Implementation Strategies: Mental and Behavioral Health

Strategy	Activities	Resources	Collaborations	Impact	Potential Measures
Community Development	Continue and expand mental and behavioral health partnerships throughout Ross, Pike and Highland Counties	Staff member s to lead and facilitate partnership development	Nationwide Children's Hospital HRSA (JBS International Technical Assistance)	Increased capacity of community to address complex issues of mental and behavioral health	Participation in coalitions from cross sector partners
	Develop mental and behavioral health coalitions in Pike and Highland Counties	RCORP Project Manager	RCORP Partners (Ross County Health District, Paint Valley ADAMH, Ross County Community Action, Ross County Government, Ohio University Chillicothe)		Successful implementation of RCORP Project Plan and goal achievement
	RCORP Project Leadership and Implementation		Highland County Health Collaborative		Development of community mental and behavioral health dashboards in Ross, Pike and Highland Counties
			Pike County Health Coalition Partners for a Healthier Ross County		
Advocacy	Continue Adena Health System Representation and Leadership of Hope Partnership Project	Staff member s to lead and facilitate efforts for Hope Partnership Project and Ross Mental Health Forum	Ross County Health District Ross County Government Paint Valley ADAMH	Increased understanding in the community of substance use disorder, increased knowledge of available resources, decreased stigma associated with seeking treatment	Number of messages deployed and reach of messaging Number of people seeking treatment and support in partner facilities
	Continue Adena Health System participation in Ross Mental Health Forum Adena representative board membership with Paint Valley ADAMH and Scioto Paint Valley Mental Health Center Participate in local advocacy efforts for improved access to mental and behavioral health care	Marketing and communications staff time for PSA development and deployment	Nationwide Children's Hospital	Increased knowledge by educators and caregivers in recognizing mental and behavioral health issues in children	Number of calls to the 2-1-1 resource and information referral line

Programs and Initiatives	Develop and deploy specific stigma reduction messaging	Project EDINS School Based Strategy for Youth Drug Prevention School Based Strategy for Youth Mental Health Support Systems Continue Baby Centered Recovery program through Women's and Children's Center	Staff member s to coordinate and report Project EDINS activities Ross County Educational Service District Ross County Schools Ross County Health District Adena Emergency Department Staff Adena Primary Care Staff Adena Population Health Staff	OMHAS Nationwide Children's Hospital	Increased number of schools incorporating mental and behavioral health resources into the system Increased number of schools utilizing behavior modification and drug prevention programming in elementary and middle school Increased number of schools completing assessments to improve resource availability and allocation in school systems Decreased number of babies born with Neonatal Abstinence Syndrome	Utilization of mental and behavioral health resources by children and families Number of drug prevention programs in elementary and middle schools Number of children participating in prevention programs Number of pregnant women with substance use disorder entering recovery during and after their pregnancy Number of adults reporting having difficulty coping with mental health or substance use disorder
	Financial Support	RCORP Project Partner activities Financial Support of high school youth drug prevention efforts of MADE Program (through Buck Fifty) Seek additional grant funding resources to increase social work and patient resources for patients in Ross, Highland and Pike Counties	HRSA Grant funding for RCORP (\$200,000 yearly) \$25,000 funding allocation for Buck Fifty Grant writing staff	HRSA Project Office	Increased capacity of community partners to complete projects that improve substance use disorder resources Increased number of high school students participating in drug prevention programs	Number of community partners contributing to resource development and project leadership
	Clinical Alignment	Align project EDINS with primary care and population health efforts Expand provider education in recognizing and addressing substance use disorder	Buy in from Adena Medical Group Community Health Specialist (provider rounding)	Adena Medical Group Community Health Budget Allocation	Increased number of patients screened for mental and behavioral health issues Improvement in health outcomes of patients where mental health and substance use disorder are contributing to poor health outcomes	Number of Adena patients referred for substance use disorder treatment Number of Adena patients provided referred for mental health evaluation and support services

Obesity and Diabetes Summary Matrix

Long-term Goals:

- 1.) Adena Health System continues reduce the number of patients developing diabetes.
- 2.) Adena Health System continues to expand its intervention services by aligning community resources with clinical services.
- 3.) Educate the community about obesity and diabetes prevention.

Table 3: Adena 2020-2022 Implementation Strategies: Obesity and Diabetes Prevention

Strategy	Activities	Resources	Collaborations	Impact	Potential Measures
Community Development	Continue and expand Live Well Ross coalition and partnerships Continue and expand partnerships for diabetes management and pre-diabetes intervention programs across the region	Staff members to lead and facilitate partnership development Adena Primary Care Adena Population Health	YMCA OSU Extension Programs	Increased capacity of community to address complex issues of mental and behavioral health Increased capacity of Adena Health System to meet and exceed diabetes management and prevention metrics	Participation in coalitions from cross sector partners Development of community obesity and diabetes dashboard
Advocacy	Continue Adena Health System participation in Live Well Ross obesity prevention coalition Adena Health System participation in PHU Assist Highland County in developing a diabetes and obesity prevention coalition Develop and deploy specific nutrition and fitness public service announcements	Staff members to participate in and support Live Well Ross coalition efforts Marketing and communications staff time for PSA development and deployment	YMCA Nationwide Children's Hospital Pike County Health Department Highland County Health Department	Increased understanding in the community of fitness and nutrition opportunities and resources Increased knowledge by educators and caregivers in beginning health nutrition and fitness behaviors early in life	Number of messages deployed and reach of messaging Number of people utilizing learning opportunities and community resources
Programs and Initiatives	Walk With a Doc School Based Strategy for Youth obesity prevention and lifelong wellness Healthy Kids Summer Fun Challenge with Public Libraries Summer Reading Programs	Community Health staff member to coordinate and execute programs with partners Ross County Schools administration	YMCA OSU Extension Public Libraries Farmer's Market Nationwide Children's Hospital	Increased number of schools incorporating health and wellness opportunities into school Increased number of Adena patients maintaining BMI and/or A1C levels	Number of participants in fitness and nutrition programs Number of patients reducing BMI and A1C levels Number of children participating in summer health opportunities

	<p>Cooking Matters</p> <p>Food RX</p> <p>YMCA Pre-Diabetes Program</p> <p>YMCA First Step Prehab program</p> <p>Financial support of local Walk With a Doc Chapter</p> <p>Financial support for Food RX program for patients</p> <p>Financial support of Healthy Kids Summer Fund Challenge incentives in Pike, Highland and Ross Counties</p> <p>Financial support for delivery of Cooking Matters cooking classes for patients in Pike, Highland and Ross Counties</p> <p>Seek additional grant funding resources to increase programming and patient resources.</p>	<p>Ross County Health District</p> <p>Creating Healthy Communities grant coordinator</p> <p>Adena Marketing and Communications</p> <p>\$12,000 funding allocation Food RX</p> <p>\$15,000 funding allocation for Healthy Kids Summer Fun Challenge</p> <p>\$6,000 funding allocation for Cooking Matters Program</p> <p>Grant writing staff</p>	<p>Adena Health Foundation</p> <p>Ohio Department of Health</p> <p>Other grant funders</p>	<p>Increased number of kids maintaining healthy BMI</p> <p>Increased capacity of community partners to expand fitness and nutrition programming and impact patient health</p> <p>Increased number of community members, including children, accessing fitness and nutrition education and programming</p>	<p>Number of children engaged in wellness education</p> <p>Number of community partners contributing to resource development and project leadership</p> <p>Number of participants in programming and initiatives</p>
Financial Support					
Clinical Alignment	<p>Align community education, fitness and nutrition opportunities with primary care and population health</p> <p>Expand provider education in identifying pre-diabetes and making referrals to intervention opportunities</p>	<p>Buy in from Adena Medical Group</p> <p>Community Health Specialist (provider rounding)</p>	<p>Adena Medical Group</p> <p>YMCA</p> <p>OSU Extension</p> <p>Farmer's Market</p> <p>Ross County Public Libraries</p>	<p>Increased number of patients screened for pre-diabetes</p> <p>Increased number of patients referred to community based program interventions</p> <p>Improvement in health factors such as A1C, blood pressure and BMI</p>	<p>Number of Adena patients referred to community based programs</p> <p>Number of Adena patients screened for pre-diabetes</p>

Tobacco and Vaping Cessation and Prevention Summary Matrix

Long-term Goals:

- 1.) Adena Health System continues reduce the number of patients who use tobacco or electronic cigarettes.
- 2.) Adena Health System continues to expand its intervention services by aligning community resources with clinical services.
- 3.) Educate the community about the dangers of smoking and vaping and where to get cessation resources and support.

Table 4: Adena 2020-2022 Implementation Strategies: Tobacco and Vaping Cessation and Prevention

Strategy	Activities	Resources	Collaborations	Impact	Potential Measures
Community Development	<p>Continue and expand Breathe Well Ross coalition and partnerships in Ross County</p> <p>Assist Highland County in developing a tobacco prevention coalition</p> <p>Continue and expand partnerships for smoking, dipping and vaping intervention programs across the region</p>	<p>Staff members to lead and facilitate partnership development</p> <p>Adena Primary Care</p> <p>Adena Population Health</p>	<p>Ross County Health District</p> <p>Ross County Chamber of Commerce</p> <p>Municipal parks</p> <p>Kroger</p> <p>Walgreens</p> <p>Local businesses</p>	<p>Increased capacity of community pharmacies (including Adena) to provide tobacco and vaping cessation counseling and support</p> <p>Decrease in the number of people to utilize tobacco and e-cigarettes</p>	<p>Participation in coalitions from cross sector partners</p> <p>Expanded number of cessation resources</p>
Advocacy	<p>Continue Adena Health System participation in Breathe Well tobacco prevention coalition</p> <p>Participation in the Pike County Tobacco Prevention Coalition</p> <p>Adena representative participation in local township trustee meetings (to discuss and educate on smoke free space policy)</p> <p>Develop and deploy specific tobacco and vaping prevention and cessation service announcements</p> <p>Support and promote smoke free space policy adoption in public</p>	<p>Staff members to participate in and support Breathe Well Ross coalition efforts</p> <p>Marketing and communications staff time for PSA development and deployment</p>	<p>Nationwide Children's Hospital</p> <p>Ross County Health District</p> <p>Ross County Chamber of Commerce</p>	<p>Increased understanding in the community of tobacco cessation resources</p> <p>Increased capacity of community to adopt smoke free space policies</p> <p>Increased knowledge by educators and caregivers in identifying early use of tobacco and vaping products</p>	<p>Number of messages deployed and reach of messaging</p> <p>Number of people utilizing learning opportunities and community resources</p> <p>Increased number of public spaces, businesses and organizations with smoke-free policies</p>

	spaces and in organizations and businesses					
Programs and Initiatives	Adena Quit Clinic School Based interventions for youth tobacco prevention Adena Smoke Free Campus Initiative promotion Promotion of community wide cessation counseling and resources in Pike, Highland and Ross Counties.	Community Health staff member to coordinate and execute programs with partners Adena Pharmacy team Adena Marketing and Communications	Ross County Health District Nationwide Children's Hospital Ross County Schools administration	Increased number of schools incorporating tobacco and vaping prevention programs into schools Increased number of Adena patients utilizing cessation counseling resources Decreased number of youth utilizing vaping products Decreased amount of on-campus tobacco use at Adena Regional Medical Center	Number of participants in cessation programs Number of patients achieving long term tobacco cessation and improved health Number of children caught with vaping devices at school	
Financial Support	Seek additional grant funding resources to increase programming and patient resources. Financial support of smoke free public spaces signs	Grant writing staff	Adena Health Foundation	Increased capacity of community partners to expand and promote prevention and cessation resources Increased willingness by local parks, organizations and businesses to adopt smoke-free policies	Number of community partners contributing to resource development and project leadership Number of participants in programming and initiatives	
Clinical Alignment	Align community cessation opportunities with primary care and population health Expand provider education in making referrals to intervention and cessation opportunities	Buy in from Adena Medical Group Community Health Specialist (provider rounding)	Adena Medical Group Adena Pharmacy team	Increased number of patients screened for tobacco use Increased number of patients referred to community based program interventions Improvement in health factors	Number of Adena patients referred to community based programs Number of Adena patients screened for tobacco use	

Social Factors of Health Summary Matrix

Long-term Goals:

- 1.) Adena Health System continues to increase identification of patients with social factors affecting health.
- 2.) Adena Health System continues to expand its social determinant intervention by aligning community resources with clinical services.
- 3.) Educate the community about social determinants and available community resources.

Table 5: Adena 2020-2022 Implementation Strategies: Social Factors of Health

Strategy	Activities	Resources	Collaborations	Impact	Potential Measures
Community Development	Expand participation in Access to Care committee	Staff members to lead and/or facilitate partnership development	Ross County Health District	Increased alignment of social service and other partners with healthcare system	Number of patients and community utilizing agency resources
	Expand participation in Ross Social Service Council	Staff members to participate in coalitions	Hopewell Health Center	Improved health outcomes and factors of patients connected with resources	Decreased spend in healthcare utilization
	Expand participation in the Continuum of Care	Community Health Coordinator	Ross County Community Action	Increased utilization of community resource connection like 2-1-1	2-1-1 Call Center data
	Expand participation in the Ross County, Pike County and Highland County Hunger Coalition		Ross County United Way		
Advocacy	Board membership in Ross County United Way	Staff members to lead and/or participate in boards and committees	Ross County Community Action	Increased understanding in the community of social factors affecting health	Number of messages deployed and reach of messaging
	Board membership on Ross County, Pike County and Highland Community Actions	Marketing and communications staff time for PSA development and deployment	Ross County United Way	Increased connection to resources to address social factors of health	Number of resources available to address social factors in the community
	Develop and deploy specific community resource messaging		Ross County Social Service Council		Number of calls to the 2-1-1 resource and information referral line
	Committee leadership on Continuum of Care				Number of referrals to services
Programs and Initiatives	Cooking Matters	Staff members to coordinate, report and promote community partnership programs	OSU Extension	Improved patient health factors	Number of patients improving health factors/quality improvement
	Food RX		Farmer's Markets	Improved student performance factors	Reduced ED visits
	School Based Strategy for Youth Social Factors	Ross County Schools	Nationwide Children's Hospital		Reduced readmissions
			Ohio Department of Public Safety		

	Public Safety Initiative Victim's Advocacy Program	Grant funding (grants writer and manager)	Ohio Attorney General's Office	Decreased number of traffic fatalities from distracted driving and lack of restraint utilization Increased awareness of advocacy resources and support	Number of students utilizing resources Increased seatbelt utilization metrics Increased advocacy need identification and resource utilization
Financial Support	Patient transportation support Financial Supplement of Public Safety Initiative Financial support of the 2-1-1 Information and Referral Lines Seek additional grant funding resources to increase transportation and other social determinant support funding	\$25,000 Budget Allocation for 2-1-1 Information and Referral Line Support \$20,000 Budget Allocation for Patient transport \$2,000 Budget Allocation for Public Safety Initiative Grant writing staff	USDA Ross County Transportation LLC	Improved health outcomes for patients provided transportation resources to appointments Reduced number of accidental deaths each year Increased funding to expand safety efforts that reduce accidental death	Spend on transportation resources Traffic fatality statistics Accidental death statistics
Clinical Alignment	Educate providers and care teams on community resources to address social determinants of health Expand provider education in screening and addressing social determinants of health	Buy in from Adena Medical Group Community Health Specialist (provider rounding)	Adena Medical Group Community Health Budget Allocation	Increased number of patients identified with social determinants Improvement in provider quality metrics	Number of Adena patients referred for resources Number of Adena providers meeting quality metrics

Child Safety and Lifelong Wellness Summary Matrix

Long-term Goals:

- 1.) Adena Health System continues to increase connection to locally provided specialty and intervention services for young patients.
- 2.) Adena Health System continues to expand its youth intervention services by aligning community resources with clinical services.
- 3.) Educate the community about child safety and lifelong wellness.

Table 6: Adena 2020-2022 Implementation Strategies: Child Safety and Wellness

Strategy	Activities	Resources	Collaborations	Impact	Potential Measures
Community Development	Facilitate efforts to develop a child safety and lifelong wellness coalition alignment to Family and Children First Council Assisting local schools in developing data collection systems for their districts	Staff member s to lead and facilitate partnership development Adena Pediatrics	Nationwide Children's Hospital Family and Children First Council Partners for a Healthier Ross County Ross Mental Health Forum	Increased capacity of community to improve wellness education Increased capacity of community to prevent poor health outcomes and factors, focused on mental and behavioral health	Participation in coalitions from cross sector partners Development of a child safety and wellness plan, aligned with the community CHIP, to target community need and opportunities for education
Advocacy	Adena Health System representation and leadership of child safety and wellness coalition Adena Health System representation and committee leadership in Family and Children First Councils in Pike, Highland and Ross Counties Participate in local advocacy efforts for improved access to school based resources Develop and deploy specific youth wellness messaging	Staff members to lead and facilitate efforts with community partners and council Marketing and communications staff time for PSA development and deployment	Nationwide Children's Hospital Ohio Department of Job and Family Services / Family and Children First Council of Ross County Partners for a Healthier Ross County representatives Ross County Schools	Increased understanding in the community of youth wellness needs Increased knowledge by educators and caregivers in recognizing correlation of wellness, social factors, mental health to educational outcomes	Number of calls to the 2-1-1 resource and information referral line related to youth Number of youth wellness messages deployed and reach of messaging Number of schools reporting referrals to community resource needs
Programs and Initiatives	School based needs assessments for county schools	Community Health Coordinator	Ross County Schools Nationwide Children's Hospital	Increased number of schools incorporating social interventions and resources into the system	Requests for school based assessments

	School based resource centers and/or health clinics Stop the Bleed Initiative Continue Athletic training initiatives Map Your Future Childhood Lifelong Wellness Initiatives Tween Lifelong Wellness Initiatives Teen Lifelong Wellness Initiatives	Ross County Educational Service District Ross County Schools Ross County Health District United Way of Ross County Adena Bone and Joint Center	Ross County United Way Ohio Department of Job and Family Services	Increased number of schools utilizing behavior modification and drug prevention programming in elementary and middle school Increased number of schools completing assessments to improve resource availability and allocation in school systems Decreased number of students with disciplinary infractions Decreased number of students with sports related injuries	Number of intervention programs in elementary and middle schools Number of children participating in prevention programs Number of educators trained Number of students engaged in career opportunities
Financial Support	Junior Achievement Map Your Future Career Camps School assessments Ronald McDonald Charity House Stays Additional grant opportunities to support school based strategies interventions	\$3,000 funding allocation for Junior Achievement Adena Caregiver hours to student career mentoring Community Health and Development Staff leadership Grant writing staff	Junior Achievement Board Map Your Future Career Camps Committee Ronald McDonald Charity House Stays for families in Adena Health System service region Additional grant providers that support school based strategies interventions	Increased number of children participating in school aligned curriculum Increased number of students coming to Adena for career and shadowing opportunities Number of school based assessments Number of stays at RMH during each year Additional grant dollars achieved above target	Number of dollars utilized and obtained through partnership; and acquisition efforts. Number of new recruits to healthcare system opportunities
Clinical Alignment	Align pediatric screening and social determinants Expand provider education in recognizing and addressing child safety and social determinant screening	Buy in from Adena Medical Group Community Health Specialist (provider rounding)	Adena Medical Group Adena Pediatrics	Increased number of children screened for mental and behavioral health issues Improvement in health outcomes of patients where wellness is contributing to poor health outcomes	Number of children screened for mental and behavioral health issue Number of youth based health related outcomes of patients where wellness is contributing to poor health outcomes

INITIATIVES AND RESOURCES

While Adena Health System/Adena Pike Medical Center has targeted programs towards 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's 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>

Adena Sports Medicine – Athletic Training Program

The Adena Health System provides 10 local public high schools (including Pike County) within the service region with free athletic injury prevention, diagnosis, and evaluation services valued at more than \$500,000 annually. A total of 8 athletic trainers work within the school's athletic departments and focus on educating students, parents and coaches on sports medicine topics, including concussion identification and treatment. The staff is also readily available at athletic events and provides yearly sports physicals

Community Health Programs

Adena Health System and Adena Pike Medical Center 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.

Community Events

Adena Health System and Adena Pike Medical Center also participate 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, etc. – at any of these events.

APPROVAL OF CHNA AND IMPLEMENTATION STRATEGIES

The Board of Trustees of the Adena Pike Medical Center, at its regular meeting on December 16, 2019, approved the adoption of the Community Health Needs Assessment completed in collaboration with the Partners for a Healthier Pike County. In addition, the implementation strategies outlined by Adena's Director of Community Health and Development were also approved for Adena Health System and Adena Pike Medical Center.

