



Ross County 2019 Community
Health Needs Assessment

IMPLEMENTATION STRATEGIES



ADENA HEALTH SYSTEM

Adena Regional Medical Center (ARMC) 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 personal 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.



Adena Regional Medical Center Community Ross County, Ohio

Ross County is located in rural, south central Ohio (Figure 2) 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 three percent 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 76,981 (U.S. Census Bureau 2018), which has declined at about a rate of about 1.5% since 2010. Approximately 21,738 live in the county seat, Chillicothe. It is divided into two Congressional Districts (2nd and the 15th) 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.

Ross County Community Snapshot

Population: 76,981

Percent with four year college degree or higher: 16%

Median household income: \$45,792

2018 Unemployment Rate: 4.6%

Largest industrial sector: Service, 16,719 jobs (top three sectors health, hospitality, trade)

Figure 2: Ross County Snapshot

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 Regional Medical Center partners with other local organizations as part of its involvement with the health coalition, Partners for a Healthier Ross County. A total of twenty four agencies participate as part of the coalitions advisory and steering committees, as well as additional subcommittees focused on specific issues like substance use disorder, obesity and diabetes prevention, mental health and lung and respiratory issues. For the assessment, additional support from community volunteers and consulting firms to assist with data processing and review are also sought.

Progress on the 2016 Community Health Needs Assessment

Adena Health System and Adena Regional Medical Center updated its 2013 community health needs assessment and implementation strategies plan in 2016. The revised plan, aligned with the Partners for a Healthier Ross County's 2016 Community Health Improvement Plan, focused on five priority health needs: substance use disorder; obesity and diabetes; lung and respiratory; mental health; and infant mortality and child safety (Figure 1).

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 Ross County community (Figure 2).

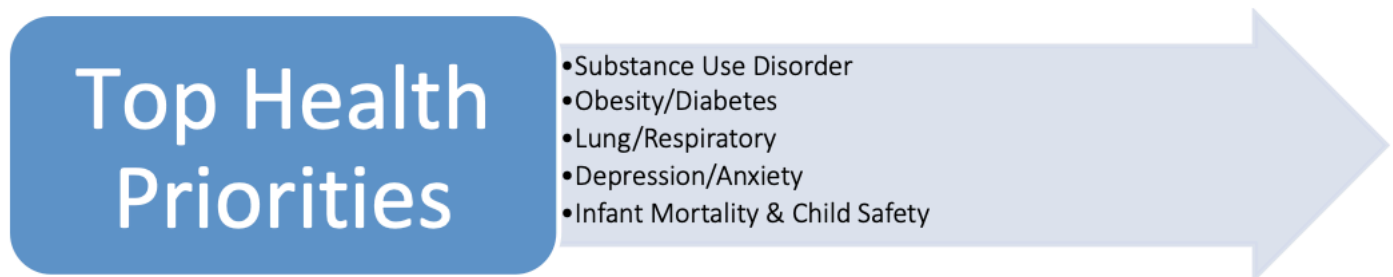


Figure 1: Adena's 2016 Community Health Needs Assessment Priorities

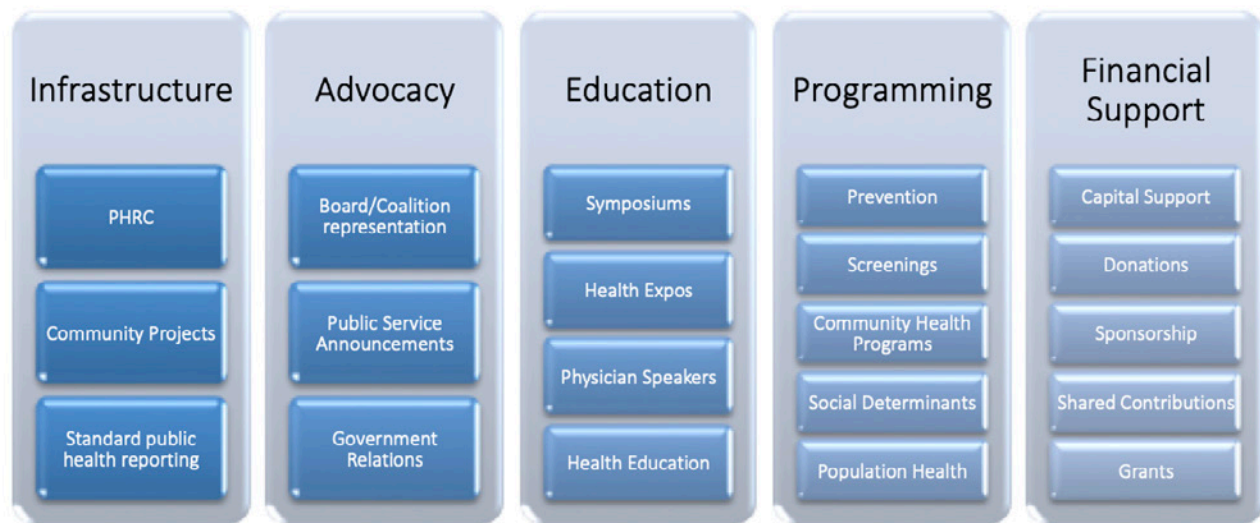


Figure 2: Adena's 2016-2019 Approach to Community Health and Development

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. Instead of building work teams for this area, alignment was created with the existing Heroin Partnership Project (now the Hope Partnership Project). The same was done for infant mortality and child safety by aligning efforts in this area with the existing Ross County Family and Children First Council. In all other cases, new coalitions and/or work teams were created with leadership from Adena Health System's Community Health and Development department.

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 creating air quality monitoring in the community and 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 for Partners for a Healthier Ross County (PHRC) began cross reporting in January of 2017 with the Hope Partnership Project (HPP). A total of four representatives (medicine, social work, community health and advocacy) from ARMC team participate on the HPP 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.

Advocacy

Adena Health System contributed .30 FTE Community Health Director to co-chair the Partners for a Healthier Ross County in 2018.

ARMC has a total of four employees who dedicated a minimum total of six hours a month to participating in committee meetings and coordinating projects for the Partners for a Healthier Ross County and the HPP in 2018.

Education

ARMC provided education on substance use disorder through three events in 2018 including a brief session delivered at the September Walk With a Doc session, a panel discussion coordinated at the PACCAR Medical Education Center in partnership with the American College of Healthcare Executives, and a community forum and resource fair coordinated at the PACCAR Medical Education Center in partnership with the Hope Partnership project. Two staff members provided a total of 14 hours of community education.

Programming

The Baby Centered Recovery Program provided a total of 54 women (from multiple counties including Pike) 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 ARMC Emergency Department deployed a post overdose response team (PORT) in August of 2017 which continued in 2018 to provide treatment resources and harm reduction for those with substance use disorder and their families. The emergency department was also 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.

Financial Support

Adena Health System provided \$10,000 in support for the Buck Fifty which coordinates the Drug Free Clubs of America/MADE program deployed in six Ross County School Districts which incentivizes student participation in drug testing. Another \$600 was provided in support to the Keys to Success program coordinated by Chillicothe City Schools.

OBESITY AND DIABETES

Infrastructure Building

Adena co-chair of the PHRC steering team coordinated and convened the LiveWell Ross Committee now led by the Ross County YMCA. This team reformulated a plan to engage local schools on nutrition and fitness improvement strategies.

Advocacy

ARMC contributed the time of two employees who dedicated a minimum total of 2 hours per month to participating in committee meetings and coordinating projects for LiveWell Ross.

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

Education

A Here for Life Event led by Adena Cardiology on heart health and atrial fibrillation was held in February where a total of 45 participants were provided two hours of education on general heart health and managing atrial fibrillation.

ARMC partnered with the Ross County Ohio State University Extension office to deliver cooking classes to Adena patients with obesity and diabetes. A total of 25 families were served in Ross County with nutrition education, food preparation and education on shopping healthy on a budget and label reading. A total of \$1,790 was expended providing patients with the six-week long education series. A Walk With a Doc Event was held in October as part of Diabetes Awareness Month where endocrinologist Dr. John Sidensticker provided a total of 65 community members .5 hours of education on diabetes management followed by a 30 minute walk.

Programming

Adena Health System coordinated a Healthy Kids event at the Ross County Fair where a total of 75 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 Ross County Public Libraries to coordinate the Healthy Kids Summer Fun Challenge, coordinated with the Bookworm Summer Reading program. A total of 1,892 children were engaged in the program with 44% persisting throughout the summer with the program and 31% 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 Ross County Farmer's Market to fund the Food Rx and Fruit & Veggie Perks program which provided more than 300 individual Adena patients and community SNAP beneficiaries a total of \$5.375 of fresh fruits and vegetables.

RESPIRATORY ISSUES

Infrastructure Building

Adena co-chair of the PHRC steering team coordinated and convened the BreatheWell Ross Committee now led by the Ross County Health District. This team developed a plan in 2017 to engage local towns and villages in smoke free space policy and develop policy development and cessation kits for local businesses and agencies. In 2018, all city and county parks adopted smoke-free space policies and more than 50 small businesses have utilized the cessation and smoke free work place policy adoption kits. A butt-pick up event was coordinated in Yoctangee Park in October 2018, in partnership with the Keys to Success program at Chillicothe High School. A total of 165 students picked up cigarette butts and planted flags to demonstrate impact of tobacco litter.

Adena co-chair of the PHRC steering team coordinated and convened the Ross County Air Quality committee now led by the Ross County Health District. This team researched EPA data on toxic emissions and inventory to identify and prioritize five census tracts where air monitoring could be initiated. The EPA has committed support to reading monitor data once they are installed in 2019.

Advocacy

ARMC contributed the time of one employee who dedicated a minimum total of 4 hours per month to participating in committee meetings and coordinating projects for BreatheWell Ross.

ARMC contributes the time of one employee who dedicates a minimum total of 4 hours per month to participating in committee meetings and coordinating projects for the Ross County Air Quality Committee.

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. Adena also provided \$1,500 to the Ross County Health District to purchase the county's first five air quality monitors.

MENTAL HEALTH

Infrastructure Building

Adena co-chair of the PHRC steering team coordinated and convened the Ross Mental Health Forum now led by Dr. Jim Hagen. This team inventoried the number of mental health providers in the community, including insurances taken and specialty and began planning for an in-depth mental health continuum assessment for 2018. The team also completed a sequential intercept mapping in October to identify opportunities to improve mental health services and need in the Ross County Community.

Advocacy

ARMC contributed the time of three employees (community health, social work and mental health) in 2018 who dedicated a minimum total of 2 hours per month to participating in committee meetings and coordinating projects for the Ross Mental Health Forum. ARMC deployed public service announcements in 2018 via local radio and social media focused on mental health awareness.

Education

A Walk With a Doc Event was held in November 2018 where local psychiatrist Dr. Nathan Schiflett provided a total of 55 community members .5 hours of education on depression and seasonal affective disorder followed by a 30 minute walk.

Programming

The Adena Health System houses a victim's advocate team in the ARMC emergency department which provided 161 victims of 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.

Adena Health System partnered with the Ross County Suicide Prevention Council to coordinate teen suicide prevention education for local educators and youth service representatives. More than 200 participated in the education facilitated by Dr. James Mazza. Adena provide free space at the PACCAR Medical Education Center and lunch (valued at over \$1,500) for training participants.

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 Health System partnered with the local chapter of the National Alliance for the Mentally Ill (NAMI) to screen the film directed at reducing stigma around suicide and mental health issues and provided a \$600 donation toward the project.

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 contributed the time of one employee who dedicates a minimum total of 2 hours per quarter to participating in meetings and coordinating projects for the Family and Children First council.

ARMC deployed public service announcements across the health system and clinics, including Highland County, focused on safe sleep awareness in 2018.

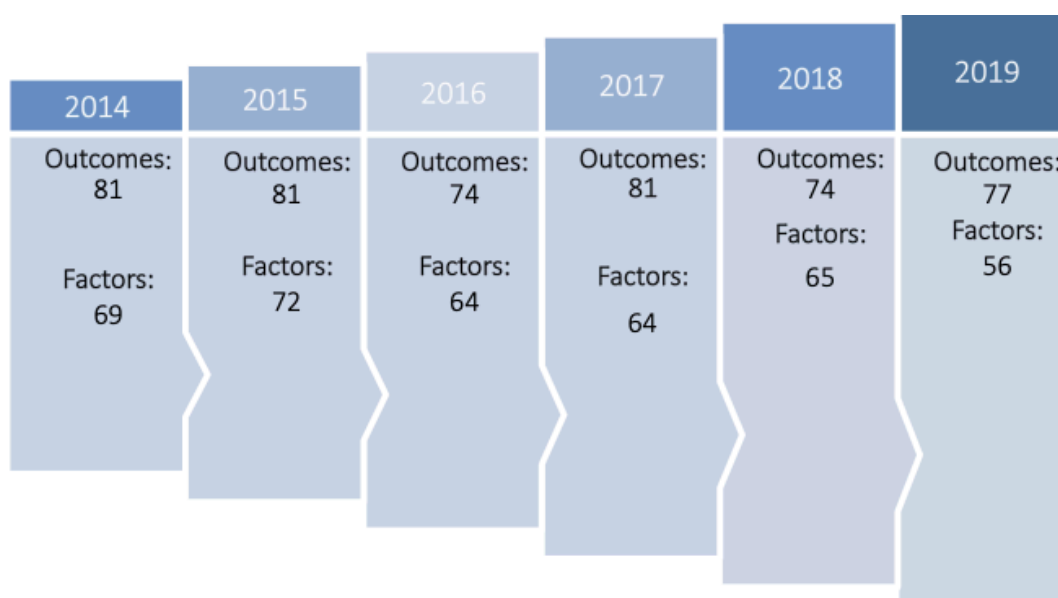
Programming

The Adena Centering Pregnancy Program provided a total of 54 number high-risk pregnancy patients 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 and support of 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 for Ross County

ADDITIONAL INITIATIVES AND RESOURCES

Community Support

Adena provides support to the Ross County community through a variety of engagement activities, including financial support and participation in local community events and initiatives. In 2018, more than 600 ARMC caregivers provided a total of 2,700 hours of community service and volunteer time engaging community at local fairs and festivals, packing weekend food bags for food insecure children, non-profit board participation and leadership, as well as a variety of community improvement efforts. Here are several areas in which Adena is working to make a difference:

- **Partners for a Healthier Ross County** – Adena led effort showcasing state efforts on community health needs such as: smoking, obesity, diabetes, poverty, hunger.
- **Hope Partnership Project** – Adena led effort showcasing state efforts (National Law Enforcement Award) to resolve the drug abuse epidemic through family/addict treatment and support.
- **Greater Chillicothe Ross Steering Committee** – Adena partnership effort with the Ross County Chamber of Commerce to advise local development efforts, including the promotion of travel & tourism to build the regional economy. A total of \$1,667 in support was provided to contract a coordinator for several local projects.
- **Economic Development Alliance** – Adena executive leadership sits on the board of the local economic development council providing expertise and guidance to support growth in the local economy, as well as provides \$10,000 annually in financial support to the organization.
- **Map Your Future** - Adena Health System is a partner of the United Way program Map Your Future, which engages 6th through 8th grade students in exploring career opportunities and building a productive future. In 2018, Adena Health System hosted onsite tours of the Adena Regional Medical Center, as well as allowed on-site visits to schools by individual employees to talk about their career in healthcare. A total of 1,200 career mentoring hours were provided by Adena Caregivers through the Map Your Future program in 2018, which United Way valued at \$75,269. Adena Nursing leadership also partnered with the program in 2018 to deliver the first Adena Nursing Camp to 60 local high school students interested in exploring nursing careers. More than 75 total hours of mentorship were delivered by Adena caregivers, as well as \$5,175 in materials and supplies for the camp.
- **Ross County Junior Achievement** – Adena Health System is a corporate sponsor of the Ross County Junior Achieve program which provided more than 1,800 Ross County Students with business and entrepreneurial education and experience in 2018. Adena's support included \$3,000 in financial support for educational materials, as well as 24 hours of volunteer time in local classrooms delivering curriculum.

- **Local Historic Preservation** – Adena supports the many historical preservation efforts in Ross County including \$553,619 in annual financial investment in the Downtown Chillicothe Carlisle building for administrative space and medical student housing, as well as \$5,000 in support to the Adena Mansion and Gardens (not affiliated with the Adena Health System). Adena also began a two year commitment of \$75,000 in support (\$37,500 first year) of the efforts to secure the World Heritage inscription of the Hopewell Mounds, the pre-historic earthworks of Ross County.
- **Ross County Agricultural Society** – Adena provides annual support in the amount of \$7,500 to the Ross County Agricultural Society for the annual Ross County Fair, the largest event in the community.
- **Chillicothe Paints** – Adena Health System is an official sponsor (\$25,000 annually) of Chillicothe’s minor league baseball team, the Paints.
- **Ronald McDonald House Charities** – Adena Health System provided \$5,000 in support to Ronald McDonald House Charities which provided 500 nights of stay to 56 Ross County families receiving care at Nationwide Children’s Hospital in Columbus, Ohio, an affiliated partner of Adena Women’s and Children’s.
- **United Way of Ross County** – Adena Health System provided \$20,000 in support to the Ross County United Way which provides grant funding to local organizations working to improve health, education and economic mobility.
- **Ohio University** – Adena Health System provided its third \$10,000 installment to the Ohio University’s Chillicothe Campus Student Support Center, dedicated to provide tutoring and intervention services to students.
- **YMCA of Ross County** – Adena Health System partners with the local YMCA to promote health and wellness locally, as well as deliver surgery prep services to Adena Bone & Joint patients. In addition to \$3,000 in support for community wellness programming, Adena also spent \$4,600 utilizing YMCA staff to complete “pre-hab” with Bone and Joint patients preparing for knee surgery.

Unintentional Injuries

The primary cause of unintentional injuries in Ross County in 2016 became drug overdose deaths surpassing automotive accidents. AHS/ARMC saw a continued reduction in overdoses during 2018 and the county saw a 25% reduction in overdose deaths in 2017 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 emergency department.

Adena Health System at the Adena Regional Medical Center continues operations of the Ross County Safe Communities Program through its grant from the Ohio Department of Public Safety. This program saw an improvement in the use of seatbelts from 81% to 89% from 2017 to 2018 (survey assessment conducted annually by Miami University). Two Adena employees coordinate the program where outreach at local community events and a social media campaign promote a variety of road safety issues, including: 1.) seat belt usage; 2.) sober driving; 3.) distracted driving; 4.) motorcycle awareness and; 5.) road safety. The team attended 21 Ross County events, including county fairs and festivals, high school football games and physicals to promote safe driving. There are multiple weekly road safety social media messages posted each week to a growing 200 followers in 2018. There were also 3 traffic safety and fatality review coalition meetings held during the year.

Walk With a Doc

Adena Health System established a Walk With a Doc franchise in 2016, which continued through 2017. The program involves a monthly one hour meeting, held at the Ross County YMCA, where an Adena physician provides a 30 minute health topic on various topics (those related to community health priorities listed above) and a free, healthy lunch. A total of 10 Walk With a Doc sessions, led by 9 Adena physicians and 1 VA physician, were held in 2018 with an average of 57 participants attending each session. More than \$7,000 was provided from Adena Community Health to support the healthy lunch.

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.

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. 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.

Greater Chillicothe-Ross Steering Committee

In 2018, Adena Health System collaborated with the Ross County Chamber of Commerce to coordinate and convene a community steering committee focused on creating a community development plan for Ross County. A total of 12 local government, civic and business leaders convened to identify strategic priorities for the community and assist in allocating resources to support initiatives built around these strategic priorities. The Partners for a Healthier Ross County and the Ross County Heroin Partnership Advisory Council are aligned with this committee.

PARTNERS FOR A HEALTHIER ROSS COUNTY

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.

Since 2015, Adena has actively participated in the Partners for a Healthier Ross County, a community health coalition consisting of 24 local agencies (Figure 4), as well as community members. This coalition worked during 2016 and again in 2019, utilizing the Mobilizing Action Through Planning and Partnerships (MAPP) process developed by the National Association of City and County Health Officials (NACCHO) and the Centers for Disease Control (CDC) to complete Ross County's collaborative community health needs assessment (CHNA). A community health improvement plan (CHIP) will also be finalized from this assessment in 2020. Adena Health System has used both the CHNA and CHIP to develop its implementation strategies for 2016-2019 to ensure alignment with broader community initiatives.

Established in 1996, the Partners for a Healthier Ross County is a collaborative, community-based group whose efforts are aimed at improving the quality of life for residents of Ross County. The coalition, organized with a memorandum of understanding (MOU), is structured with a steering committee and senior advisory council (Figure 5). Both have representation from the following agencies:

Adena Health System; City of Chillicothe; Chillicothe Gazette; Chillicothe and Ross County Public Libraries; Hope Clinic of Ross County; Hope Partnership Project; Hopewell Health Center; Ohio Department of Job and Family Services;



Figure 3: Partners for a Healthier Ross County Participating Agencies

Ohio State University Extension; Ohio University – Chillicothe; PACCAR; Paint Valley ADAMH Board; Recovery Council; Ross County Child Protection Center; Ross County Health District; Ross County Park District; Ross County YMCA; Scioto Paint Valley Mental Health Center; Unioto Schools District; United Way of Ross County; Veterans Administration Hospital.

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>



Figure 4: Partners for a Healthier Ross County's Structure



2019 COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

Process

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 Ross County. Both qualitative and quantitative data were collected from primary and secondary sources. Data was collected in a total of four categories (Figure 5): Community Themes and Strengths; Local Public Health System; Community Health Status; and Forces of Community Change. This information was compiled and evaluated by the Partners Steering Committee 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 Ross 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 5: 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. 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 1,100 responses - as well as community 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.

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

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 Ross 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 Ross County Health District 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. A total of three stakeholders were interviewed by two to three representatives from the Partners Steering Committee. Responses were then reviewed for themes and consensus results.

Key Findings

As part of the community health needs assessment (CHNA) process, Adena Health System and the Partners for a Healthier Ross County utilized both primary and secondary data to identify priority health areas for the Ross 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 Partners for a Healthier Ross County's steering team and senior advisory council. These teams then prioritized the indicators via planning workshop. Figure 6 outlines the primary health issues prioritized in order by Partners for a Healthier Ross County as part of the CHNA and are used to develop the community health improvement plan (CHIP).

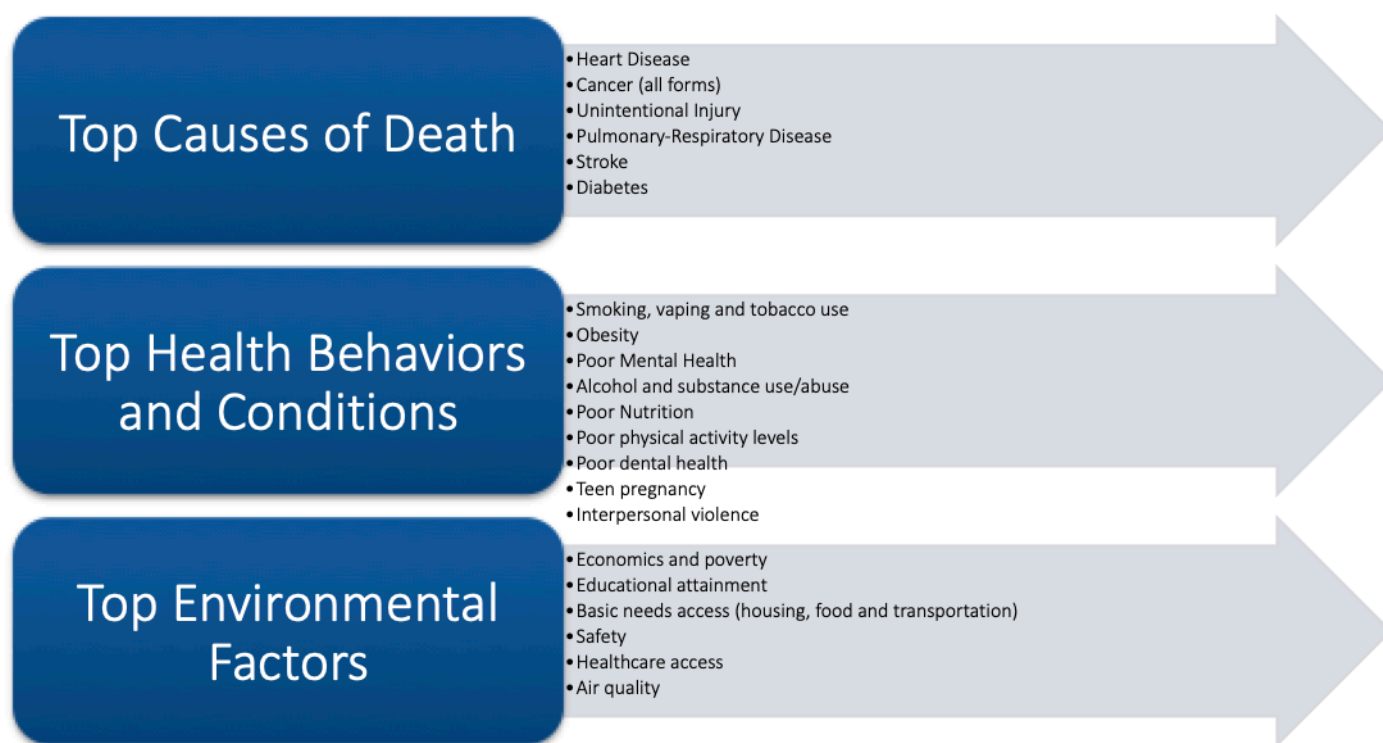


Figure 6: 2019 Community Health Needs Assessment Key Findings

2019 ADENA HEALTH SYSTEM COMMUNITY HEALTH PRIORITIES AND IMPLEMENTATION STRATEGIES

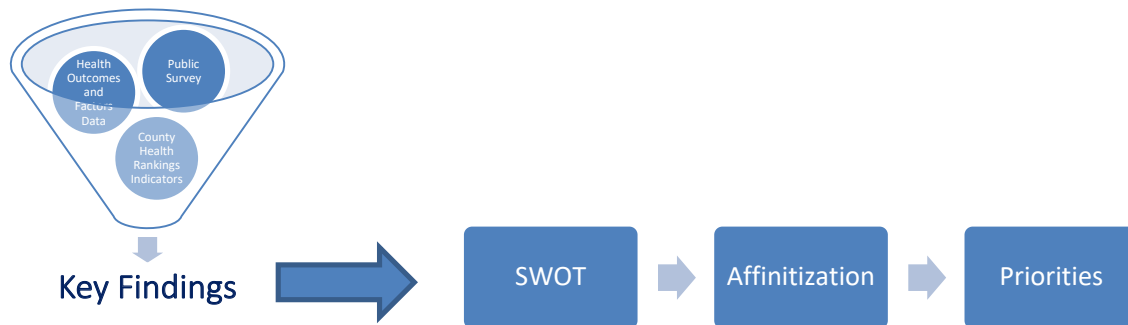
The process to identify Adena Health System's top health priorities for the 2019 Implementation Strategies plan was modified for the most updated report. The absence of much of the collaborative infrastructure (sub-committees and work teams) to address community health required the primary focus of the 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 7: Top Adena Community Health Priorities 2020-2020

Implementation Strategies

Adena Regional Medical Center will align its community health strategies and programming with the Partners for a Healthier Ross County's CHNA and CHIP. Although AHS may not be able to fully address all the needs of the CHIP, AHS will contribute to the senior advisory council, steering committee and each of the five subcommittees (built around the five priority health issues) as identified as part of the Partners for a Healthier Ross County. This will enable Adena Regional Medical Center to contribute to cross system collaboration, visibility, and health communication. 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 programing outlines.

Based off of current programming success, Adena Regional Medical Center 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 (i.e. Heroin Partnership Advisory Council and Social Services Council), 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 Regional Medical Center currently has four employees who serve on the Partners for a Healthier Ross County steering committee and additional sub-committees. Adena Regional Medical Center will also utilize 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 11,000 followers. Government relations will also be continued to ensure local, state and federal officials are informed of current health needs and priorities in the Ross 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 partner with the Mt. Logan Health Clinic to expand interpersonal violence response and support into the Ross County Community. The Ross Safe Communities program coordinated in partnership with the Ohio Department of Public Safety will also be expanded in the same manner. 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.

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

Programs and Initiatives	Develop and deploy specific stigma reduction messaging	<p>Project EDINS</p> <p>School Based Strategy for Youth Drug Prevention</p> <p>School Based Strategy for Youth Mental Health Support Systems</p> <p>Continue Baby Centered Recovery program through Women's and Children's Center</p>	<p>Staff member s to coordinate and report Project EDINS activities</p> <p>Ross County Educational Service District</p> <p>Ross County Schools</p> <p>Ross County Health District</p> <p>Adena Emergency Department Staff</p> <p>Adena Primary Care Staff</p> <p>Adena Population Health Staff</p>	OMHAS Nationwide Children's Hospital	<p>Increased number of schools incorporating mental and behavioral health resources into the system</p> <p>Increased number of schools utilizing behavior modification and drug prevention programming in elementary and middle school</p> <p>Increased number of schools completing assessments to improve resource availability and allocation in school systems</p> <p>Decreased number of babies born with Neonatal Abstinence Syndrome</p>	<p>Utilization of mental and behavioral health resources by children and families</p> <p>Number of drug prevention programs in elementary and middle schools</p> <p>Number of children participating in prevention programs</p> <p>Number of pregnant women with substance use disorder entering recovery during and after their pregnancy</p> <p>Number of adults reporting having difficulty coping with mental health or substance use disorder</p>	Financial Support	<p>RCORP Project Partner activities</p> <p>Financial Support of high school youth drug prevention efforts of MADE Program (through Buck Fifty)</p> <p>Seek additional grant funding resources to increase social work and patient resources for patients in Ross, Highland and Pike Counties</p>	<p>HRSA Grant funding for RCORP (\$200,000 yearly)</p> <p>\$25,000 funding allocation for Buck Fifty</p> <p>Grant writing staff</p>	HRSA Project Office	<p>Increased capacity of community partners to complete projects that improve substance use disorder resources</p> <p>Increased number of high school students participating in drug prevention programs</p>	<p>Number of community partners contributing to resource development and project leadership</p>	Clinical Alignment	<p>Align project EDINS with primary care and population health efforts</p> <p>Expand provider education in recognizing and addressing substance use disorder</p>	<p>Buy in from Adena Medical Group</p> <p>Community Health Specialist (provider rounding)</p>	Adena Medical Group Community Health Budget Allocation	<p>Increased number of patients screened for mental and behavioral health issues</p> <p>Improvement in health outcomes of patients where mental health and substance use disorder are contributing to poor health outcomes</p>	<p>Number of Adena patients referred for substance use disorder treatment</p> <p>Number of Adena patients provided referred for mental health evaluation and support services</p>
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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	Staff members to lead and facilitate partnership development	YMCA	Increased capacity of community to address complex issues of mental and behavioral health	Participation in coalitions from cross sector partners
	Continue and expand partnerships for diabetes management and pre-diabetes intervention programs across the region	Adena Primary Care Adena Population Health	OSU Extension Programs	Increased capacity of Adena Health System to meet and exceed diabetes management and prevention metrics	Development of community obesity and diabetes dashboard
Advocacy	Continue Adena Health System participation in Live Well Ross obesity prevention coalition	Staff members to participate in and support Live Well Ross coalition efforts	YMCA	Increased understanding in the community of fitness and nutrition opportunities and resources	Number of messages deployed and reach of messaging
	Adena Health System participation in PHLI Assist Highland County in developing a diabetes and obesity prevention coalition Develop and deploy specific nutrition and fitness public service announcements	Marketing and communications staff time for PSA development and deployment	Nationwide Children's Hospital Pike County Health Department Highland County Health Department	Increased knowledge by educators and caregivers in beginning health nutrition and fitness behaviors early in life	Number of people utilizing learning opportunities and community resources
Programs and Initiatives	Walk With a Doc	Community Health staff member to coordinate and execute programs with partners	YMCA	Increased number of schools incorporating health and wellness opportunities into school	Number of participants in fitness and nutrition programs
	School Based Strategy for Youth obesity prevention and lifelong wellness Healthy Kids Summer Fun Challenge with Public Libraries Summer Reading Programs	Ross County Schools administration Ross County Health District Creating Healthy Communities	OSU Extension Public Libraries Farmer's Market Nationwide Children's Hospital	Increased number of Adena patients maintaining BMI and/or A1C levels	Number of patients reducing BMI and A1C levels Number of children participating in summer health opportunities

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

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 spaces and in organizations and</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>

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

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 Hopewell Health Center	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	Ross County Community Action	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 United Way	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				
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 Ross County Social Service Council	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				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 Grant funding (grants writer and	Nationwide Children's Hospital Ohio Department of Public Safety	Decreased number of traffic fatalities from distracted driving	Reduced readmissions

	Public Safety Initiative Victim's Advocacy Program	manager)	Ohio Attorney General's Office	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	\$25,00 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 members 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 Educational Service	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	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 Regional 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 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.

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

AHS/ARMC 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 year-long social media campaign is also coordinated as part of this program.

Community Events

AHS/ARMC 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, etc. – 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 December 2, 2019, approved the adoption of the Community Health Needs Assessment completed in collaboration with the Partners for a Healthier Ross County. In addition, the implementation strategies outlined by Adena's Director of Community Health Advancement were also approved for Adena Health System and Adena Regional Medical Center.

