



**ADENA**



**WELCOME!**



**ADENA**

Fayette Medical Center



## **FAYETTE COUNTY**

### **2021 COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGIES**

# ADENA HEALTH SYSTEM

Adena Fayette Medical Center (AFMC) 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 four hospitals (in Chillicothe, Greenfield, Washington Court House, and Waverly) and five regional clinics, with a total of 347 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 Fayette Medical Center, Washington Court House, Ohio*

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 Fayette Medical Center Community** ***Fayette County, Ohio***

Fayette County is located in rural, central Ohio (Map 1). The county covers 407 square miles and is Ohio's 72nd largest county in terms of geographic area and 74<sup>th</sup> largest by population. More than 45% of land in Fayette is used for residential purposes, with approximately 25% being used for agricultural purposes, another 25% that is not developed and less than 5% used for other purposes. (Ohio Development Services Agency, 2020).

The population of Fayette County is 28,620 (U.S. Census Bureau 2019), which has steadily declined since 2010. Approximately 14,091 live in the county seat, Washington Court House. It is a part of the 10<sup>th</sup> Congressional District and contains the population patterns and distinct economic conditions inherent of the rural, Midwest region of the U.S. These include challenges such as low educational attainment, limited economic diversification and growth.



**Map 1:** *Fayette County, Ohio*



*Fayette County Court House, Washington Court House, Ohio*

## Fayette Community Snapshot

### Population:

28,620 (population declining)

### Percent with four year college degree or higher:

16%

### Median household income:

\$46,478

### 2019 Unemployment Rate: 3.9%

### Largest industrial sector:

Goods producing, 9,880 jobs (top three sectors natural resources, construction, and manufacturing)

*Figure 1: Fayette County Community 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 strategy that addresses the priority health needs revealed in the corresponding assessment.

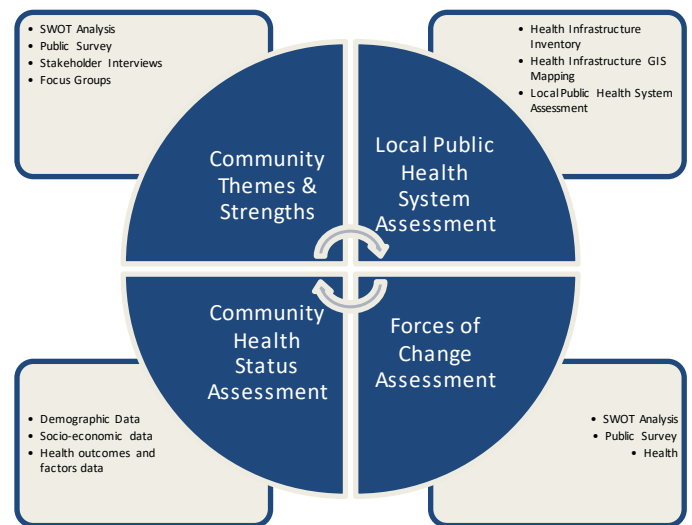
The Fayette County Health Department conducted the most recent health needs assessment for Fayette County in 2017. At that time, Adena Fayette Medical Center was the Fayette County Memorial Hospital (FCMH), a city and county owned entity that was not required under any law or mandate to complete a needs assessment. Although representatives of FCMH participated as part of the Fayette County Healthcare Coalition's efforts to conduct the 2017 assessment – along with 26 other community agencies - FCMH did not complete its own strategic community health plan or implementation strategies. This is the first community health strategic plan for FCMH, now the Adena Fayette Medical Center. As it has in previous years, Adena Fayette Medical Center was an active participant in the 2021 needs assessment and a primary coordinator.



# 2021 COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

## Process

This 2021 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 Fayette County. Both qualitative and quantitative data were collected from primary and secondary sources. Data was collected in four categories (Figure 2): Community Themes and Strengths; Local Public Health System; Community Health Status; and Forces of Community Change. This information was compiled and evaluated by the Fayette County Healthcare Coalition, AFMC and public health work teams in order to finalize specific health-related priorities. A final survey was also conducted within these groups to prioritize needs. The published assessment completed as part of these efforts is intended to inform decision makers and funders about the challenges Fayette 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.



## 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 535 responses - as well as 15 community stakeholder interviews and 3 local focus groups.

## 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 provided by the Ohio Department of Health.

### How has the 2021 CHA been improved since the last assessment?

The 2021 CHA improves upon the 2017 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, focus groups and stakeholder interviews

### 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 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, key stakeholder interviews and focus groups. The Fayette County Health Coalition worked to develop an engagement plan ahead of executing the collection process that including survey distribution in electronic and paper format, and identifying and creating a listing a key community stakeholders and community groups to be engaged.

### Community Survey

A questionnaire was developed for the public and kicked off at the annual county fair in July 2021. It 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 Fayette 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 Fayette Medical Center, 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 employees, interns and volunteers and Fayette County Health District volunteers.

### 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 15 stakeholders were interviewed by one of six Fayette County Health

Coalition representatives. Notes from interviews were then input into a SurveyMonkey tool, then analyzed for themes and consensus results.

Stakeholder Interviews

A focus group script was developed for use with local community groups and asked participants their opinions about the community’s health habits, beliefs and resources. This included feedback on thoughts and feelings about available healthcare and what the most common barriers to good health many in the community experience. A total of three focus groups were conducted by one of two Fayette County Health Coalition representatives. Notes from focus groups were then input into a SurveyMonkey tool, then analyzed for themes and consensus results.

Key Findings

As part of the community health needs assessment (CHNA) process, Adena Fayette Medical Center and the Fayette County Health Coalition utilized both primary and secondary data to identify priority health areas for the Fayette 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, along with the Robert Wood Johnson and University of Wisconsin County Health Rankings and Indicators (Figure 3), was reviewed by the Fayette County Health Coalition. A final survey with top health needs from the assessment was then administered to prioritize the indicators. Figure 4 outlines the primary health issues prioritized in order by the Fayette County Health Coalition as part of the CHNA and will be used to develop a community health improvement plan (CHIP) in 2022.

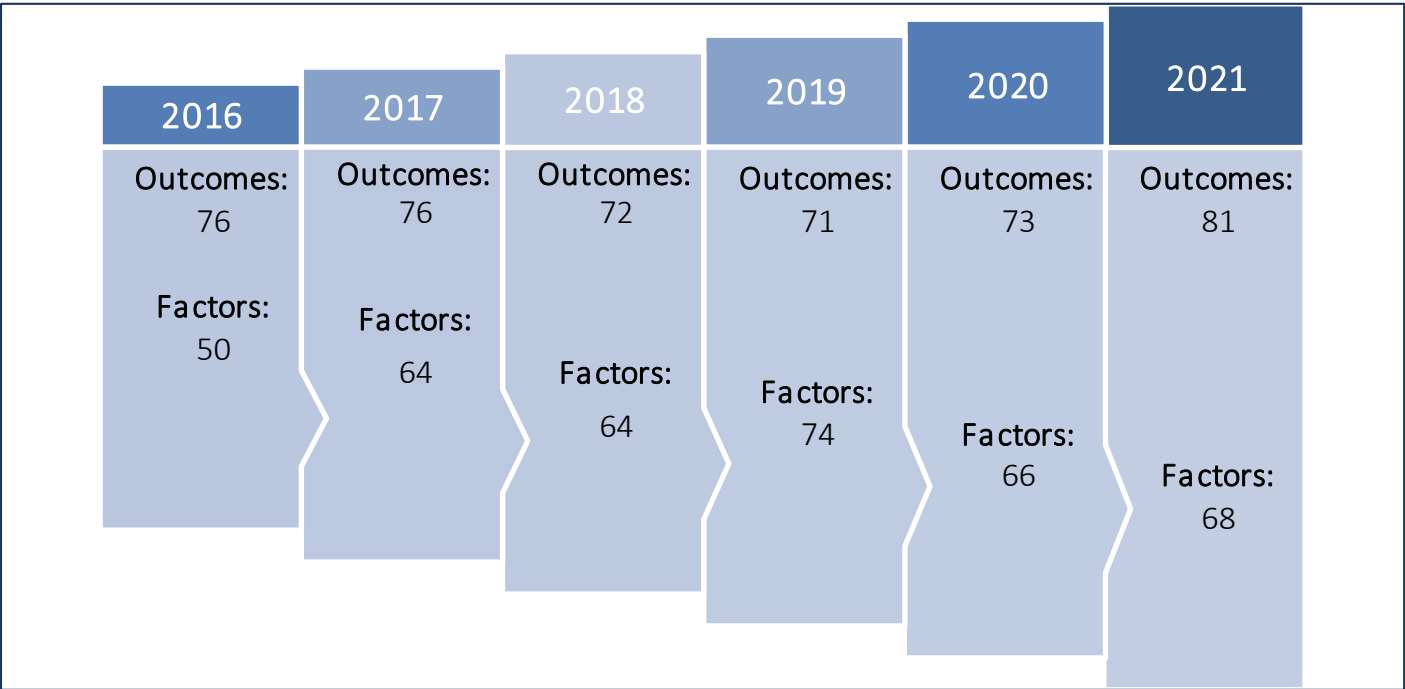


Figure 3: Community Health Outcomes and Health Factors Summary for Fayette County

## Top Causes of Death

- Heart Disease
- Cancer (all forms)
- Pulmonary-Respiratory Disease
- Unintentional Injury
- Alzheimer's Disease

## Top Health Behaviors and Conditions

- Smoking, vaping and tobacco use
- Obesity
- Poor Mental Health
- Alcohol and substance use/abuse
- Poor Nutrition
- Poor physical activity levels
- Poor dental health
- Teen pregnancy
- Interpersonal violence

## Top Environmental Factors

- Economics and poverty
- Educational attainment
- Basic needs access (housing, food and transportation)
- Safety
- Healthcare access

*Figure 4: 2021 Fayette County Community Health Assessment Key Findings*





# 2021 ADENA HEALTH SYSTEM COMMUNITY HEALTH PRIORITIES AND IMPLEMENTATION STRATEGIES

Adena's acquisition of the Fayette County Memorial Hospital, now Adena Fayette Medical Center, was finalized in May of 2021. Given the limited time and resources amidst the COVID-19 pandemic of 2020-2021, no formal process was undertaken to discuss the health needs and priorities specific to Fayette County. Rather, the leadership of Adena Community Health and Development compared Fayette's health rankings, survey results and secondary data points to the health priorities identified in other neighboring counties where Adena Health System conducts community health assessments every three years. This includes Highland County, Pike County and Ross County where the most recent assessments were completed in 2019. This analysis determined that top causes of death, most common health behaviors and environmental factors were nearly identical to the other counties, which was not surprising given their geographical proximity. Table 1 provides a summary.

**Table 1:** Comparison of Health Needs Across Adena Health System Service Region

County	Leading Causes of Death	Leading Health Behaviors	Top Environment Factors	2021 County Health Rankings
<b>Fayette County 2021 CHA</b>	<ul style="list-style-type: none"> <li>Heart Disease</li> <li>Cancer (all forms)</li> <li>Pulmonary-Respiratory Disease</li> <li>Unintentional Injury</li> <li>Alzheimer's Disease</li> </ul>	<ul style="list-style-type: none"> <li>Smoking, vaping and tobacco use</li> <li>Obesity</li> <li>Poor Mental Health</li> <li>Alcohol and substance use/abuse</li> <li>Poor Nutrition</li> <li>Poor physical activity levels</li> <li>Poor dental health</li> <li>Teen pregnancy</li> <li>Interpersonal violence</li> </ul>	<ul style="list-style-type: none"> <li>Economics and poverty</li> <li>Educational attainment</li> <li>Basic needs access (housing, food and transportation)</li> <li>Safety</li> <li>Healthcare access</li> </ul>	<b>Outcomes:</b> 81  <b>Factors:</b> 68
<b>Highland County 2019 CHA</b>	<ul style="list-style-type: none"> <li>Heart Disease</li> <li>Cancer (all forms)</li> <li>Unintentional Injury</li> <li>Pulmonary-Respiratory Disease</li> <li>Stroke</li> <li>Diabetes</li> </ul>	<ul style="list-style-type: none"> <li>Smoking, vaping and tobacco use</li> <li>Obesity</li> <li>Poor Mental Health</li> <li>Alcohol and substance use/abuse</li> <li>Poor Nutrition</li> <li>Poor physical activity levels</li> <li>Poor dental health</li> <li>Teen pregnancy</li> </ul>	<ul style="list-style-type: none"> <li>Economics and poverty</li> <li>Educational attainment</li> <li>Basic needs access (housing, food and transportation)</li> <li>Safety</li> <li>Healthcare access</li> </ul>	<b>Outcomes:</b> 66  <b>Factors:</b> 76
<b>Pike County 2019 CHA</b>	<ul style="list-style-type: none"> <li>Heart Disease</li> <li>Cancer (all forms)</li> <li>Unintentional Injury</li> <li>Pulmonary-Respiratory Disease</li> <li>Stroke</li> <li>Diabetes</li> </ul>	<ul style="list-style-type: none"> <li>Smoking, vaping and tobacco use</li> <li>Obesity</li> <li>Poor Mental Health</li> <li>Alcohol and substance use/abuse</li> <li>Poor Nutrition</li> <li>Poor physical activity levels</li> <li>Poor dental health</li> <li>Teen pregnancy</li> <li>Interpersonal violence</li> </ul>	<ul style="list-style-type: none"> <li>Economics and poverty</li> <li>Educational attainment</li> <li>Basic needs access (housing, food and transportation)</li> <li>Safety</li> <li>Healthcare access</li> </ul>	<b>Outcomes:</b> 87  <b>Factors:</b> 84
<b>Ross County 2019 CHA</b>	<ul style="list-style-type: none"> <li>Heart Disease</li> <li>Cancer (all forms)</li> <li>Unintentional Injury</li> <li>Pulmonary-Respiratory Disease</li> <li>Stroke</li> <li>Diabetes</li> </ul>	<ul style="list-style-type: none"> <li>Smoking, vaping and tobacco use</li> <li>Obesity</li> <li>Poor Mental Health</li> <li>Alcohol and substance use/abuse</li> <li>Poor Nutrition</li> <li>Poor physical activity levels</li> <li>Poor dental health</li> <li>Teen pregnancy</li> <li>Interpersonal violence</li> </ul>	<ul style="list-style-type: none"> <li>Economics and poverty</li> <li>Educational attainment</li> <li>Basic needs access (housing, food and transportation)</li> <li>Safety</li> <li>Healthcare access</li> <li>Air quality</li> </ul>	<b>Outcomes:</b> 74  <b>Factors:</b> 49

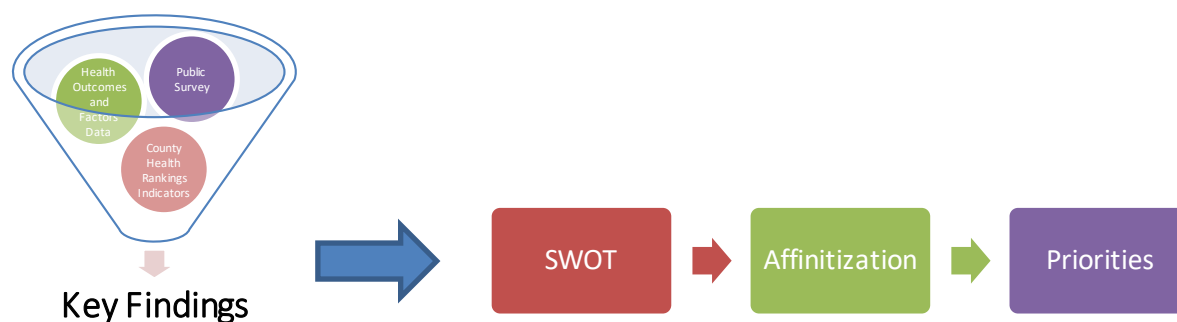


Due to the similarities, the Implementation Strategies recommended for Fayette, are very similar to those recommended for the other counties. This action was presented to Adena Fayette Medical Center Leadership, including its Board of Trustees, in January of 2022 and approved with board vote.

## PROCESS FOR HIGHLAND, PIKE & ROSS COUNTY PRIORITIZATION IN 2019

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 aligned 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 5 provides a visual summary of this process.



### Adena Community Health Priorities 2020-2022

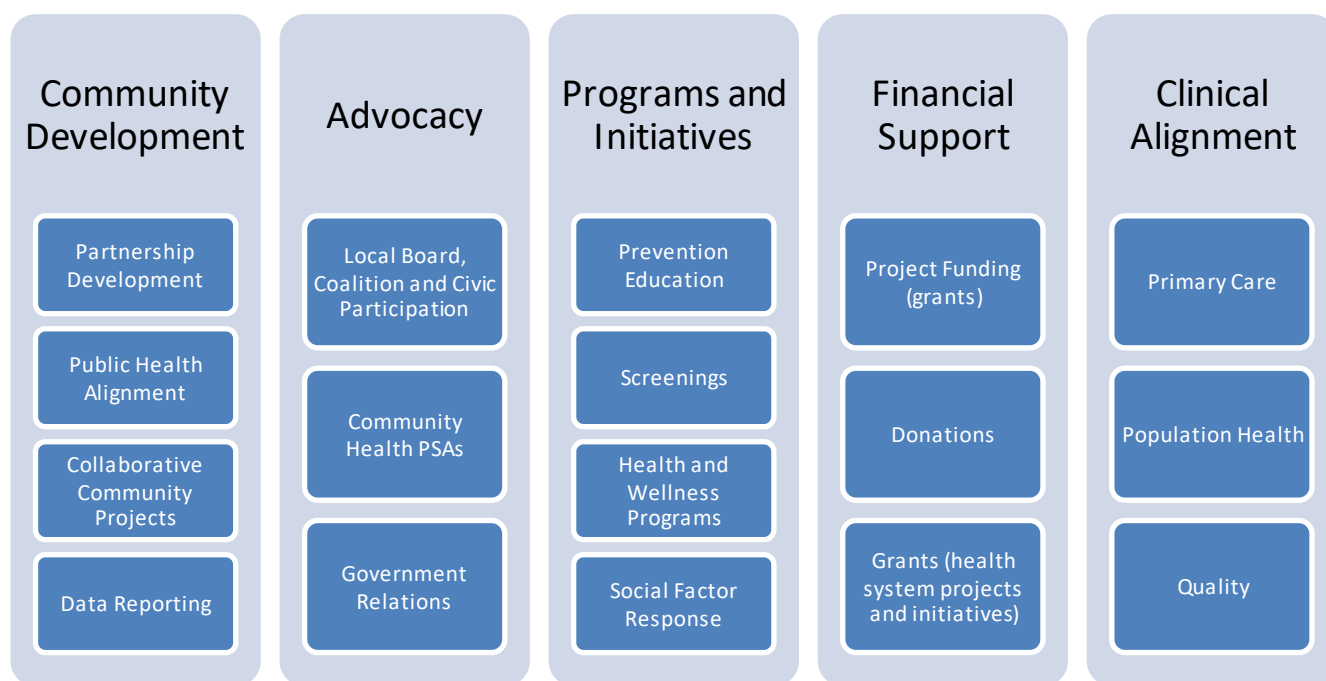
- Mental and Behavioral Health
- Obesity and Diabetes
- Tobacco and vaping cessation and prevention
- Social factors of health (transportation, interpersonal violence, food security and access to care)
- Child safety and lifelong wellness

*Figure 5: Top Adena Community Health & Development Priorities, 2020-2022*

## IMPLEMENTATION STRATEGIES

Adena Fayette Medical Center aligned its community health strategies and programming with the Partners for a Healthier Ross County, Pike County Health Coalition and the Highland County Healthcare Collaborative CHNAs and CHIPs. Although AHS may not be able to fully address all the needs of each of the CHIPs, AHS will contribute to the steering committees and subcommittees (built around priority health issues) as identified as part of their assessments. This will enable Adena Fayette 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).

Based off programming success to date in Highland, Pike and Ross Counties, Adena Fayette Medical Center will use the same 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.



**Figure 6:** Community Health and Development 2020-2022 Implementation Strategies

**Advocacy** again will also be a key strategy. Adena Fayette Medical Center currently has three employees who serve on the Fayette County Healthcare Coalition steering committee and additional sub-committees. Adena Fayette 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 19,000 followers across the region. Government relations will also be continued to ensure local, state and federal officials are informed of current health needs and priorities in the Fayette 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, First Step conducted at the Fayette YMCA and Cooking Matters conducted in partnership with OSU Extension. In addition, initiatives like the Adena Advocacy Program will collaborate with local agencies to expand interpersonal violence response and support into the Fayette County Community. Adena's Quit Clinic and free lung cancer screenings will continue to assist in addressing the lung and respiratory issues (related to smoking). A school-based strategy will be developed to ensure prevention education, healthcare and support services that improve child wellness are available to all Fayette 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 athletic trainers deployed within local schools, fresh produce for food insecure patients and families through FoodRX in partnership with the local farmer's market and transportation support for patients in need. Alignment with **Clinical Services** will be added for the 2020-2022 implementation strategies. This includes working with population health, quality and primary care to identify patient social determinants affecting health and providing resources for Fayette patients.

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
<b>Community Development</b>	<p>Continue and expand mental and behavioral health partnerships throughout Ross, Pike, Fayette and Highland Counties</p> <p>Develop mental and behavioral health coalitions in Fayette, Pike and Highland Counties</p> <p>RCORP Project Leadership and Implementation</p> <p>Alignment with Fayette Faith in Recovery coalition</p>	<p>Staff members to lead and facilitate partnership development</p> <p>RCORP Project Manager</p> <p>Community Health &amp; Development Coordinator</p>	<p>Nationwide Children's Hospital HRSA (JBS International Technical Assistance)</p> <p>RCORP Partners (Fayette, Pike and Ross County Public Health, Paint Valley ADAMH, Fayette, Highland, Pike and Ross County Community Action, Fayette, Pike and Ross County Government)</p> <p>Highland County Health Collaborative, Fayette County Healthcare Coalition, Pike County Health Coalition, Partners for a Healthier Ross County</p> <p>Fayette Faith in Recovery, Hope Partnership Project, Pike County Reentry and Drug Coalition</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 Fayette, Ross, Pike and Highland Counties</p>
<b>Advocacy</b>	<p>Continue Adena Health System Representation and/or Leadership of Hope Partnership Project, Pike County Reentry and Drug Coalition and Fayette Faith in Recovery</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>Staff members to lead, facilitate and/or participate in efforts for drug coalitions in Pike, Highland, Fayette and Ross Counties</p> <p>Marketing and communications staff time for PSA development and deployment</p>	<p>Fayette, Highland, Pike and Ross Public Health Departments</p> <p>Fayette, Highland, Pike and Ross County Governments</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 and crisis center lines</p>

	<p>Participate in local advocacy efforts for improved access to mental and behavioral health care</p> <p>Develop and deploy specific stigma reduction messaging</p>				
<b>Programs and Initiatives</b>	<p>Project EDINS deployed in ARMC, AFMC, APMC and AGMC emergency departments</p> <p>Adena School Wellness Strategy (including primary care and mental health support)</p> <p>Continue Baby Centered Recovery program through Women's and Children's Center and expand to Pike, Highland and Fayette Counties</p>	<p>Staff member s to coordinate and report Project EDINS activities</p> <p>Ross County Educational Service District</p> <p>Fayette, Highland, Pike and Ross County Schools</p> <p>Ross County Health District Adena Emergency Department Staff</p> <p>Adena Primary Care Staff</p> <p>Adena School Based Wellness Staff</p>	<p>OMHAS</p> <p>Nationwide Children's Hospital</p>	<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>
<b>Financial Support</b>	<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>	<p>HRSA Project Office</p>	<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>
<b>Clinical Alignment</b>	<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>	<p>Adena Medical Group Community Health Budget Allocation</p>	<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>

## 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
<b>Community Development</b>	<p>Continue and expand Live Well Ross coalition and partnerships</p> <p>Establish/expand obesity and diabetes prevention efforts in Fayette, Highland and Pike Counties</p> <p>Continue and expand partnerships for diabetes management and pre-diabetes intervention programs</p>	<p>Staff members to lead and facilitate partnership development</p> <p>Adena Primary Care</p> <p>Adena Population Health</p>	<p>YMCA (Ross, Highland, Pike and Fayette)</p> <p>OSU Extension Programs (Pike, Fayette and Ross Counties)</p>	<p>Increased capacity of community to address complex issues of mental and behavioral health</p> <p>Increased capacity of Adena Health System to meet and exceed diabetes management and prevention metrics</p>	<p>Participation in coalitions from cross sector partners</p> <p>Development of community obesity and diabetes dashboard</p>
<b>Advocacy</b>	<p>Continue Adena Health System participation in Live Well Ross obesity prevention coalition</p> <p>Adena Health System participation in PHLI</p> <p>Assist Highland and Fayette Counties in developing diabetes and obesity prevention coalition</p> <p>Develop and deploy specific nutrition and fitness public service announcements</p>	<p>Staff members to participate in and support Live Well Ross coalition efforts</p> <p>Staff to develop and lead obesity and diabetes prevention coalitions in Pike, Fayette and Highland Counties</p> <p>Marketing and communications staff time for PSA development and deployment</p>	<p>YMCA (Ross, Highland, Pike and Fayette)</p> <p>Nationwide Children's Hospital</p> <p>Pike, Highland, Fayette and Ross County Health Departments</p>	<p>Increased understanding in the community of fitness and nutrition opportunities and resources</p> <p>Increased knowledge by educators and caregivers in beginning health nutrition and fitness behaviors early in life</p>	<p>Number of messages deployed and reach of messaging</p> <p>Number of people utilizing learning opportunities and community resources</p>
<b>Programs and Initiatives</b>	<p>Walk With a Doc (Waverly, Greenfield, Hillsboro, Chillicothe and Washington Court House)</p> <p>School Based Strategy for youth obesity prevention and lifelong wellness</p>	<p>Community Health staff to coordinate and execute programs with partners</p> <p>Ross, Fayette, Pike and Highland County Schools administration</p>	<p>YMCA (Ross, Highland, Pike and Fayette)</p> <p>OSU Extension Programs (Pike, Fayette and Ross Counties)</p> <p>Public Libraries (Ross, Fayette, Highland and Pike Counties)</p>	<p>Increased number of schools incorporating health and wellness opportunities into school</p> <p>Increased number of Adena patients maintaining BMI and/or A1C levels</p>	<p>Number of participants in fitness and nutrition programs</p> <p>Number of patients reducing BMI and A1C levels</p> <p>Number of children participating in summer health opportunities</p>



	<p>Healthy Kids Summer Fun Challenge with Public Libraries Summer Reading Programs</p> <p>Cooking Matters</p> <p>Food RX</p> <p>YMCA Pre-Diabetes Program</p> <p>YMCA First Step Prehab program</p>	<p>Ross County Health District Creating Healthy Communities grant coordinator</p> <p>Adena Marketing and Communications</p>	<p>Ways, Chillicothe, WCH and Hillsboro Farmer's Markets</p> <p>Nationwide Children's Hospital</p> <p>County and City Parks Departments (Fayette, Pike, Highland and Ross County)</p>	<p>Increased number of kids maintaining healthy BMI</p>	<p>Number of children engaged in wellness education</p>
<b>Financial Support</b>	<p>Financial support of local Walk With a Doc Chapters</p> <p>Financial support for Food RX program for patients</p> <p>Financial support of Healthy Kids Summer Fund Challenge incentives in Fayette, Pike, Highland and Ross Counties</p> <p>Financial support for delivery of Cooking Matters cooking classes for patients in Fayette, Pike, Highland and Ross Counties</p> <p>Seek additional grant funding resources to increase programming and patient resources.</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 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 community partners contributing to resource development and project leadership</p> <p>Number of participants in programming and initiatives</p>
<b>Clinical Alignment</b>	<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 (Ross, Fayette, Pike and Highland Counties)</p> <p>OSU Extension (Ross, Pike, Fayette and Highland Counties)</p> <p>Farmer's Market (Ways, Chillicothe, Hillsboro and WCH)</p> <p>Fayette, Highland, Pike and 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
<b>Community Development</b>	<p>Continue and expand tobacco/vaping prevention and cessation partnerships in Fayette, Pike, Highland and Ross Counties</p> <p>Continue and expand partnerships for smoking, dipping and vaping intervention programs across the regions schools</p>	<p>Community Health &amp; Development staff to lead and facilitate partnership development</p> <p>Adena Primary Care</p> <p>Adena Population Health</p>	<p>Fayette, Highland, Pike and Ross County Health District</p> <p>Fayette, Highland, Pike and Ross County Chambers of Commerce</p> <p>County and municipal parks in Fayette, Pike, Highland and Ross Counties</p> <p>Pharmacies (Kroger, Walgreens, CVS, Rite Aid, locally owned)</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>
<b>Advocacy</b>	<p>Continue Adena Health System participation in Breathe Well tobacco prevention coalition</p> <p>Participation in the Pike County Tobacco Prevention Coalition</p> <p>Develop tobacco/vaping prevention/cessation coalitions in Fayette and Highland Counties</p> <p>Adena representative participation in Fayette, Ross, Highland and Pike township trustee meetings (to discuss and educate on smoke free space policy)</p> <p>Develop and deploy specific tobacco and vaping prevention</p>	<p>Staff members to participate in and support Breathe Well Ross, Pike and other tobacco prevention/cessation 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>Fayette, Pike, Highland Ross County Chambers 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>

	<p>and cessation service announcements</p> <p>Support and promote smoke free space policy adoption in public spaces and in organizations and businesses</p>				
<b>Programs and Initiatives</b>	<p>Adena Quit Clinic (Fayette, Ross, Pike and Highland Counties)</p> <p>School Based interventions for youth tobacco prevention</p> <p>Adena Smoke Free Campuses Initiative promotion</p> <p>Promotion of community wide cessation counseling and resources in Fayette, 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>Fayette, Highland, Pike and Ross County Health Departments</p> <p>Nationwide Children's Hospital</p> <p>Fayette, Highland, Pike and 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>
<b>Financial Support</b>	<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>Ohio Department of Health</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>
<b>Clinical Alignment</b>	<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
<b>Community Development</b>	<p>Expand participation in Access to Care committee in Ross, establish efforts in Fayette, Pike, and Highland Counties</p> <p>Expand participation in Fayette, Pike, Highland and Ross Social Service Councils</p> <p>Expand participation in the Continuum of Care in Ross, align with efforts for homelessness in Pike, Highland and Fayette Counties</p> <p>Expand participation in the Ross County, Fayette County, Pike County and Highland County Hunger Coalitions</p>	<p>Community Health staff members to lead and/or facilitate partnership development</p> <p>Staff members to participate in coalitions</p> <p>Community Health Coordinator</p>	<p>Ross, Pike, Highland and Fayette County Health Departments</p> <p>Hopewell Health Center</p> <p>Fayette, Pike, Highland and Ross County Community Actions</p> <p>Ross and Fayette County United Ways</p>	<p>Increased alignment of social service and other partners with healthcare system</p> <p>Improved health outcomes and factors of patients connected with resources</p> <p>Increased utilization of community resource connection like 2-1-1</p>	<p>Number of patients and community utilizing agency resources</p> <p>Decreased spend in healthcare utilization</p> <p>2-1-1 Call Center data</p>
<b>Advocacy</b>	<p>Continue board memberships in Ross and Fayette County United Ways</p> <p>Board membership on Ross County, Fayette County, Pike County and Highland Community Actions</p> <p>Develop and deploy specific community resource messaging</p> <p>Committee leadership on Continuum of Care and other</p>	<p>Staff members to lead and/or participate in boards and committees</p> <p>Marketing and communications staff time for PSA development and deployment</p>	<p>Fayette, Highland, Pike, Ross County Community Action</p> <p>Fayette and Ross County United Ways</p> <p>Fayette, Highland, Pike, Ross County Social Service Council</p>	<p>Increased understanding in the community of social factors affecting health</p> <p>Increased connection to resources to address social factors of health</p>	<p>Number of messages deployed and reach of messaging</p> <p>Number of resources available to address social factors in the community</p> <p>Number of calls to the 2-1-1 resource and information referral line</p> <p>Number of referrals to services</p>

	homelessness efforts in community				
<b>Programs and Initiatives</b>	<p>Cooking Matters</p> <p>Food RX</p> <p>School Based Strategy for Youth</p> <p>Social Factors Interventions (transportation, emergency shelter, food security)</p> <p>Public Safety Initiative</p> <p>Victim's Advocacy Program</p>	<p>Staff members to coordinate, report and promote community partnership programs</p> <p>Fayette, Highland, Pike and Ross County Schools</p> <p>Grant funding (grants writer and manager)</p>	<p>OSU Extension</p> <p>Farmer's Markets</p> <p>Nationwide Children's Hospital</p> <p>Ohio Department of Public Safety</p> <p>Ohio Attorney General's Office</p>	<p>Improved patient health factors</p> <p>Improved student performance factors</p> <p>Decreased number of traffic fatalities from distracted driving and lack of restraint utilization</p> <p>Increased awareness of advocacy resources and support</p>	<p>Number of patients improving health factors/quality improvement</p> <p>Reduced ED visits</p> <p>Reduced readmissions</p> <p>Number of students utilizing resources</p> <p>Increased seatbelt utilization metrics</p> <p>Increased advocacy need identification and resource utilization</p>
<b>Financial Support</b>	<p>Patient transportation support</p> <p>Financial Supplement of Public Safety Initiative</p> <p>Financial support of the 2-1-1 Information and Referral Lines</p> <p>Seek additional grant funding resources to increase transportation and other social determinant support funding</p>	<p>\$25,00 Budget Allocation for 2-1-1 Information and Referral Line Support</p> <p>\$20,000 Budget Allocation for Patient transport</p> <p>\$3,000 Budget Allocation for Public Safety Initiative</p> <p>Grant writing staff</p>	<p>Ross County Transportation LLC</p>	<p>Improved health outcomes for patients provided transportation resources to appointments</p> <p>Reduced number of accidental deaths each year</p> <p>Increased funding to expand safety efforts that reduce accidental death</p>	<p>Spend on transportation resources</p> <p>Traffic fatality statistics</p> <p>Accidental death statistics</p>
<b>Clinical Alignment</b>	<p>Educate providers and care teams on community resources to address social determinants of health</p> <p>Expand provider education in screening and addressing social determinants of health</p>	<p>Buy in from Adena Medical Group</p> <p>Community Health Specialist (provider rounding)</p>	<p>Adena Medical Group Community Health Budget Allocation</p>	<p>Increased number of patients identified with social determinants</p> <p>Improvement in provider quality metrics</p>	<p>Number of Adena patients referred for resources</p> <p>Number of Adena providers meeting quality metrics</p>

## 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
<b>Community Development</b>	<p>Facilitate efforts to develop a child safety and lifelong wellness coalition alignment to Family and Children First Councils in Fayette, Highland, Pike and Ross Counties</p> <p>Implement whole child assessments and initiatives in Fayette, Ross, Pike and Highland County schools</p>	<p>Staff members to lead and facilitate partnership development</p> <p>Adena Pediatrics</p>	<p>Nationwide Children's Hospital</p> <p>Family and Children First Councils</p> <p>Partners for a Healthier Ross County, Fayette County Healthcare Coalition, Highland County Healthcare Collaborative and Pike Health Coalition</p> <p>Fayette, Pike, Highland and Ross County Schools</p> <p>Mental Health Forums Ross, Pike, Highland and Fayette Counties</p>	<p>Increased capacity of community to improve wellness education</p> <p>Increased capacity of community to prevent poor health outcomes and factors, focused on mental and behavioral health</p>	<p>Participation in coalitions from cross sector partners</p> <p>Development of a child safety and wellness plan, aligned with the community CHIP, to target community need and opportunities for education</p>
<b>Advocacy</b>	<p>Adena Health System representation and leadership of child safety and wellness coalition</p> <p>Adena Health System representation and committee leadership in Family and Children First Councils in Fayette, Pike, Highland and Ross Counties</p> <p>Participate in local advocacy efforts for improved access to school based resources</p> <p>Develop and deploy specific youth wellness messaging</p>	<p>Staff members to lead and facilitate efforts with community partners and council</p> <p>Marketing and communications staff time for PSA development and deployment</p>	<p>Nationwide Children's Hospital</p> <p>Ohio Department of Job and Family Services / Family and Children First Council of Ross County</p> <p>Ohio Department of Health</p> <p>Ohio Department of Education</p>	<p>Increased understanding in the community of youth wellness needs</p> <p>Increased knowledge by educators and caregivers in recognizing correlation of wellness, social factors, mental health to educational outcomes</p>	<p>Number of calls to the 2-1-1 resource and information referral line related to youth</p> <p>Number of youth wellness messages deployed and reach of messaging</p> <p>Number of schools reporting referrals to community resource needs</p>



<b>Programs and Initiatives</b>	<p>For Ross, Fayette, Pike and Highland County Schools:</p> <p>School based needs assessments for county schools</p> <p>School based resource centers</p> <p>Mobile school health clinics</p> <p>School telehealth platforms</p> <p>Stop the Bleed Initiative</p> <p>Continue Athletic training initiatives</p> <p>Map Your Future</p> <p>Teen Health Initiative</p>	<p>Community Health Coordinator</p> <p>Pike-Ross County Educational Service District</p> <p>Fayette, Pike, Highland and Ross County Schools</p> <p>Fayette, Pike, Highland and Ross County Health Departments</p> <p>United Ways of Fayette and Ross Counties</p> <p>Adena Bone and Joint Center</p>	<p>Fayette, Pike, Highland and Ross County Schools</p> <p>Nationwide Children's Hospital</p> <p>Fayette and Ross County United Ways</p> <p>Ohio Department of Job and Family Services</p>	<p>Increased number of schools incorporating social interventions and 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 students with disciplinary infractions</p> <p>Decreased number of students with sports related injuries</p>	<p>Requests for school based assessments</p> <p>Number of intervention programs in elementary and middle schools</p> <p>Number of children participating in prevention programs</p> <p>Number of educators trained</p> <p>Number of students engaged in career opportunities</p>
<b>Financial Support</b>	<p>Junior Achievement, Ross County</p> <p>Map Your Future Career Camps</p> <p>School assessments</p> <p>Ronald McDonald Charity House Stays</p> <p>School contracts (\$25,000 annual support for participating schools)</p>	<p>\$3,000 funding allocation for Junior Achievement</p> <p>Adena Caregiver hours to student career mentoring</p> <p>Community Health and Development Staff leadership</p> <p>Grant writing staff</p>	<p>Junior Achievement Board</p> <p>Map Your Future Career Camps Committee</p> <p>Ronald McDonald Charity House Stays for families in Adena Health System service region</p> <p>Additional grant providers that support school based strategies interventions</p>	<p>Increased number of children participating in school aligned curriculum</p> <p>Increased number of students coming to Adena for career and shadowing opportunities</p> <p>Number of school based assessments</p> <p>Number of stays at RMH during each year</p> <p>Additional grant dollars achieved above target</p>	<p>Number of dollars utilized and obtained through partnership; and acquisition efforts.</p> <p>Number of new recruits to healthcare system opportunities</p>
<b>Clinical Alignment</b>	<p>Align pediatric screening and social determinants</p> <p>Expand provider education in recognizing and addressing child safety and social determinant screening</p>	<p>Buy in from Adena Medical Group</p> <p>Community Health Specialist (provider rounding)</p>	<p>Adena Medical Group</p> <p>Adena Pediatrics</p>	<p>Increased number of children screened for mental and behavioral health issues</p> <p>Improvement in health outcomes of patients where wellness is contributing to poor health outcomes</p>	<p>Number of children screened for mental and behavioral health issue</p> <p>Number of youth based health related outcomes of patients where wellness is contributing to poor health outcomes</p>

# INITIATIVES AND RESOURCES

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While Adena Health System/Fayette Medical Center has targeted programs towards many of the significant priority health needs identified in the 2021 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 14 local public high schools within the service region, Miami Trace Schools, with free athletic injury prevention, diagnosis, and evaluation services valued at more than \$600,000 annually. A total of 14 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 to serve patients from Fayette, Highland, Pickaway, Pike and Ross Counties.

## **Community Health Programs**

AHS/AFMC offer 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; 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**

AHS/AFMC 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, 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

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The Board of Trustees of the Adena Fayette Medical Center, at its regular meeting on January 26, 2022, approved the adoption of the Community Health Needs Assessment completed in collaboration with the Fayette County Healthcare Coalition. In addition, the implementation strategies outlined by Adena's Director of Community Health & Development were also approved for Adena Health System and Adena Fayette Medical Center.

