

Saint Francis Healthcare

Community Health Needs Assessment Implementation Strategy

Fiscal years [2016-2019]

Saint Francis Healthcare completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on October 24, 2016. Saint Francis Healthcare performed the CHNA in adherence with certain federal requirements for not-for-profit hospitals set forth in the Affordable Care Act and by the Internal Revenue Service. The assessment took into account input from representatives of the community, community members, and various community organizations.

The complete CHNA report is available electronically at www.stfrancishealthcare.org, or printed copies are available at Saint Francis Healthcare.

Hospital Information and Mission Statement

Facility Overview

Saint Francis Healthcare is a not-for-profit entity that operates for one purpose, to extend the presence and healing ministry of Christ. This is achieved:

- By providing high quality and compassionate healthcare services, investing in new technologies, upgrading facilities, and making sure that care is available to everyone — regardless of their ability to pay.
- Through working to improve the health of the community. Compassion is the foundation for all that we do. Patients and their families are treated as people first, which means compassion, dignity, and respect are at the core of any treatment program. It also means that when someone is treated at one of Saint Francis Healthcare's facilities, the needs of the whole person — body, mind, and spirit — are what matters most.
- By providing a range of special benefits to the community, such as programs to manage care for persons with chronic diseases, health education and disease prevention initiatives, outreach for the elderly, and care for persons who are poor or uninsured.

Community Served and Demographics

Saint Francis Healthcare defined its current service area based on an analysis of the geographic area where individuals utilizing its services reside. Saint Francis Healthcare's primary service area is considered to be New Castle, Delaware. New Castle County is the northernmost and most populous of the three counties in Delaware, with a population of 546,059. This is a 1.4% population growth since 2010.

The median age in New Castle County is 37.2. Additionally, nearly 19% of the population is aged 60 or older. Approximately 68% of the population is White, nearly 26% is Black/African American, and 9% is Hispanic or Latino. In terms of language, approximately 15% speak a language other than English at home. Those who do speak a different language at home are most likely to speak Spanish.

In New Castle County, approximately 30% of home-owners are spending 30% or more of their income on a mortgage while approximately 50% of renters are spending 30% or more of their income on rent. The median income for households and families in New Castle County is \$63,755 and \$78,110, respectively. In terms of poverty, 7.3% of all families and 11.2% of all people in New Castle County live below the poverty level. The unemployment rate in New Castle County is 6.1%. Of the residents who are employed, the majority work in management, business, science and arts and are private sector and salary workers. Lastly, in regard to education, about 90% of adults in New Castle County have a high school diploma or higher, while approximately 34% have a bachelor’s degree or higher.

Mission

We, Saint Francis Healthcare, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

Health Needs of the Community

The CHNA conducted in October, 2016 identified four significant health needs within the Saint Francis Healthcare community. Those needs were then prioritized based on information gathered from online surveys completed by community members, various hospital representatives, the Board Mission, Ministry and Advocacy Committee; and the leadership team. The four significant health needs identified, in order of priority include:

<p>Access to Care</p>	<ul style="list-style-type: none"> • Providing affordable/free clinical care via Saint Clare Mobile Outreach Van in areas impacted by violence in the city • Expanding patient services to include insured population and provide care to a larger group of community members in need
<p>Obesity</p>	<ul style="list-style-type: none"> • Education and resources about obesity and its effect on health, specifically diabetes, high blood pressure, and nutrition
<p>Substance Use</p>	<ul style="list-style-type: none"> • Substance use focus on tobacco in an effort to reduce tobacco use among the New Castle County community and address chronic illnesses associated with tobacco through education and partnerships • Opioid use will focus on reoccurring ED patient visits at Saint Francis. Education and support services will be offered to help address the opioid use in the area
<p>Violence</p>	<ul style="list-style-type: none"> • Strengthen community partnerships that address violence in the community • Provide services in areas impacted by violence to meet the needs of community members who may be fearful of leaving the area • Participation in activities focused on opioid use

Hospital Implementation Strategy

Saint Francis Healthcare resources and overall alignment with the hospital's mission, goals and strategic priorities were taken into consideration when addressing the significant health needs identified through the most recent CHNA process.

Significant health needs to be addressed

Saint Francis Healthcare will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following health needs:

- **Access to Care** – Detailed need specific Implementation Strategy on [page #3]
- **Obesity** – Detailed need specific Implementation Strategy on [page #5]
- **Substance Use** – Detailed need specific Implementation Strategy on [page #7]
- **Violence** – Detailed need specific Implementation Strategy on [page #8]

Significant health needs that will not be addressed

Saint Francis Healthcare acknowledges the wide range of priority health issues that emerged from the CHNA process, and determined that it could effectively focus on only those health needs which it deemed most pressing, under-addressed, and within its ability to influence.

This implementation strategy specifies community health needs that the Hospital has determined to meet in whole or in part and that are consistent with its mission. The Hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During the three years ending [2019], other organizations in the community may decide to address certain needs, indicating that the Hospital then should refocus its limited resources to best serve the community.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS [2016-2019]**

HOSPITAL FACILITY:	Saint Francis Healthcare		
CHNA SIGNIFICANT HEALTH NEED:	Access to Care		
CHNA REFERENCE PAGE:	3 & 29	PRIORITIZATION #:	1
BRIEF DESCRIPTION OF NEED: Barriers for community members to access health care include inability to pay co-pays and deductibles, inconvenience of wait and appointment times, and fear. There is an urgent need to address these barriers by bringing affordable care and resources into the community.			
GOAL: To increase access to quality and affordable health care for New Castle County residents			
OBJECTIVE:			
<ol style="list-style-type: none"> 1. To increase the number of residents who have access to primary care physicians by 10% through services offered on the Saint Clare Van and referrals to Saint Francis Family Practice offices 2. To increase utilization of free and low cost health care services 3. To build partnerships with other organizations to provide overall health and basic needs services to the community 			
ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:			
<ol style="list-style-type: none"> 1. Modify the Saint Francis Saint Clare Van's regularly scheduled service stops to expand service locations to reach a greater population 2. Expand services to the community in areas serving immigrant populations and/or impacted by violence 3. To broaden the current mission of the Saint Clare Van to include services for insured community members to increase community access to clinical care 			
ANTICIPATED IMPACT OF THESE ACTIONS:			
<ol style="list-style-type: none"> 1. Increase the number of community members receiving health care 2. Increase the number of services offered to community members through partnerships and collaborative efforts 			
PLAN TO EVALUATE THE IMPACT:			
<ol style="list-style-type: none"> 1. Reporting the number of patients seen 2. Reporting the number of new patients seen 3. Reporting the number of referrals to Saint Francis Family Practice offices 4. Reporting the number of insured vs. uninsured patients seen 5. Reporting on the type of service provided for every visit 			
PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:			
<ol style="list-style-type: none"> 1. Catholic Charities Behavioral Health and other services will be made available on the van (for example immigration services, housing assistance, food, and clothing) 2. Establishment of a committee of Saint Francis and community partners to review and expand van service 			

3. Evaluate opportunities to provide billed services; expand services to include financial counseling and charity care.
4. Develop opportunities for new locations, new services and specialties to be offered on the van.

COLLABORATIVE PARTNERS:

1. Catholic Charities
2. University of Delaware
3. Hicks Anderson Community Center
4. PAL Wilmington
5. Saint Patrick's Center
6. City of Wilmington

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS [2016-2019]**

HOSPITAL FACILITY:	Saint Francis Healthcare		
CHNA SIGNIFICANT HEALTH NEED:	Obesity		
CHNA REFERENCE PAGE:	3 & 29	PRIORITIZATION #:	2

BRIEF DESCRIPTION OF NEED:
Education and resources about obesity and its effects on health including diabetes, high blood pressure, and nutrition.

GOAL:
Reduce risk factors that contribute to obesity and comorbid health conditions and improve access to healthy foods and community programs that promote healthy lifestyles.

- OBJECTIVE:**
1. Partner with Conscious Connections Inc. (community garden) and local schools to involve kids in planting and upkeep of community gardens, learn about healthy foods and healthy lifestyles.
 2. Partner with YMCA Diabetes Prevention Program to refer 5% of pre-diabetic Saint Francis patients to DPP program
 3. Reduce overweight and obesity rates Family Practice office patients by 5%
 4. Offer programs and activities to employees that promote weight loss and healthy lifestyles

- ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:**
1. Clinical BMI screenings and nutrition referrals within the PNO facilities which include monthly reporting
 2. Implement a diabetes prevention electronic referral processes to refer patients to the DPP Program
 3. Provide space within Saint Francis and other Saint Francis satellite offices to offer DPP classes
 4. Offer Zumba classes in Saint Francis Hospital to promote healthy lifestyles for employees
 5. Work with Conscious Connections to be a healthy food resource for community members

- ANTICIPATED IMPACT OF THESE ACTIONS:**
1. Increase the number of referrals to DPP program from Saint Francis Family Practice offices
 2. Increase the number of employees involved in physical activities offered at Saint Francis
 3. Increase the number of children involved in community garden partnerships

- PLAN TO EVALUATE THE IMPACT:**
1. Receive and review YMCA reports of patient enrollment in DPP and progress
 2. Review clinical reporting for BMI screening, education, and referrals from PNO offices and implement process improvements as necessary

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

1. Diabetes Prevention Program (DPP)
2. Saint Francis Bariatrics
3. Zumba classes offered at Saint Francis for employees
4. Conscious Connections alignment with community members and local schools

COLLABORATIVE PARTNERS:

1. YMCA
2. Conscious Connections Inc.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS [2016-2019]**

HOSPITAL FACILITY:	Saint Francis Healthcare		
CHNA SIGNIFICANT HEALTH NEED:	Substance Use		
CHNA REFERENCE PAGE:	3 & 29	PRIORITIZATION #:	3

BRIEF DESCRIPTION OF NEED:

Substance use is a broad subject area that can be identified as alcohol, drugs, prescription drugs, or tobacco. Saint Francis' targeted substance use areas are tobacco and opioid use. The number of chronic illnesses and disease continuously rises as a result of tobacco use and the use of tobacco products. Additionally, the number of people addicted to opioids has grown to a point of national concern.

GOAL:

1. Partner with the American Lung Association (ALA) and American Cancer Society (ACA) to lobby for tobacco policy change in the state of Delaware, as well as promote tobacco control and smoking cessation measures within Saint Francis Hospital.
2. Identify opioid addicted patients who frequent the emergency department through the ED Complex Care Group, provide education and refer to treatment and support services through state peer specialists.

OBJECTIVE:

1. To increase awareness of the dangers of tobacco, second hand tobacco smoke and dangers of opioid addiction. To refer 10% or more of patients who use tobacco products to Delaware Quit Line.
2. Improve care coordination between the ED and Case Management team to offer education and referral resources and follow up for opioid addicted patients.

ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:

1. Implement a tobacco referral process within one of Saint Francis' satellite offices
2. Continue partnerships with the ALA and ACA to lobby for better state policies around tobacco control
3. Identify opioid addicted ED patients through ED Complex Care Group
4. Partner with state peer specialists to assist with opioid referral process

ANTICIPATED IMPACT OF THESE ACTIONS:

1. Increase the number of patients referred to Delaware Quit Line by 10%
2. Reduce the number of patients who currently smoke
3. Increase awareness of the dangers of opioid use

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

1. Delaware 1800 Quit Line referral process in one outpatient office
2. Clinical tobacco screening in all outpatient physician offices
3. State peer specialists

COLLABORATIVE PARTNERS:

1. Delaware 1800 Quit Line
2. State peer specialists

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS [2016-2019]**

HOSPITAL FACILITY:	Saint Francis Healthcare		
CHNA SIGNIFICANT HEALTH NEED:	Violence		
CHNA REFERENCE PAGE:	3 & 29	PRIORITIZATION #:	4

BRIEF DESCRIPTION OF NEED:
Violence is steadily increasing in the city of Wilmington, specifically in the areas surrounding Saint Francis Hospital. Providing services for community members located in high violent areas of the city is needed for those who may be fearful of leaving their neighborhood.

- GOAL:**
1. Support the city of Wilmington and community partners in addressing the violence issues in the Saint Francis community area.
 2. Bring necessary clinical services to areas heavily impacted by violence
 3. Participate and partner with community organizations who focus on opioid addiction and support services
 4. Educate Saint Francis EMS and New Castle County EMS on Saint Francis Level III Trauma designation to bring more trauma victims effected in neighboring Saint Francis communities to Saint Francis Hospital for treatment
 5. Partner with community organization i.e. Metropolitan Wilmington Urban League Young Professionals to develop a program that will expose at risk youths to the healthcare side of gun violence and trauma.

- OBJECTIVE:**
1. To be present in violent areas of the city to promote an area of peace and safety where community members can receive clinical and basic need services.
 2. To provide clinical services to 5% of community members who reside around the Hicks Anderson community, through referrals to Saint Francis Family Practice or via the Saint Clare Mobile Outreach Unit.
 3. Promote education on the dangers of opioid use and its impact on violence in the city
 4. Increase trauma ER cases brought to Saint Francis ER by 5% of current cases
 5. Work with 50 at risk youth to educate on the dangers of gun violence to prevent future trauma and violence

- ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:**
1. Saint Clare Van to bring clinical services to Hicks Anderson Community Center
 2. Through partnership with Catholic Charities, provide basic needs and behavioral health services to the Hicks Anderson Community
 3. Participate in community activities that address violence and opioid use in Wilmington
 4. Provide education/information to EMS teams about Saint Francis Level III Trauma Designation
 5. Provide trauma simulated programs to expose youth to hospital side of gun trauma and other trauma related injuries

ANTICIPATED IMPACT OF THESE ACTIONS:

1. Increase clinical and basic needs services in high violent areas of the city
2. Create a safe zone for community members to receive needed care
3. Provide clinical care to at least 5% of residents around the Hicks Anderson Community Center
4. Increase awareness of the dangers of opioid addiction
5. Treat more trauma cases that occur around Saint Francis to impact the number of saved lives due to violence and other trauma cases.
6. Educate 50 youth per year on the dangers of gun violence and other trauma related injuries

PLAN TO EVALUATE THE IMPACT:

1. Document patients seen at Hicks Anderson Community Center and track the number of insured and uninsured patients seen.
2. Track the number of patients from the Hicks Anderson Community seen on the van and those referred to Saint Francis Family Practice offices.
3. Track the number of patients seen for behavioral and basic needs services
4. Track opioid education materials provided to patients on the Saint Clare Van
5. Track the amount of trauma cases happening around Saint Francis vs. the amount brought to Saint Francis hospital in relation to the number of victims sent to other hospitals.
6. Work with Metropolitan Wilmington Urban League Young Professionals to follow up with youth in the program

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

1. The Saint Clare Van at Hicks Anderson Community Center which was identified by the Mayor of Wilmington as a high violent area of the city.
2. Support community violence initiatives i.e. the March for Peace and other community organizations with a focus on substance use
3. Trauma simulation for at risk youth

COLLABORATIVE PARTNERS:

1. The City of Wilmington
2. University of Delaware
3. Hicks Anderson Community Center
4. Metropolitan Wilmington Urban League Young Professionals

Adoption of Implementation Strategy

On October 30, 2017, the Board of Directors for Saint Francis Hospital met to discuss the 2016-2019 Implementation Strategy for addressing the community health needs identified in the October 24, 2016 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

Ethony L. Brown Manager Community Benefit
 Name & Title
on behalf of Cathy Weaver SVP Mission

Date 10/30/17