



Saint Joseph Health System Community Health Needs Assessment Implementation Strategy Fiscal years 2019-21

Saint Joseph Health System (SJHS) completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors June 25, 2018. SJHS 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 <https://www.sjmed.com/about-us-community-health-needs-assessment-2018-1150> or printed copies are available at Saint Joseph Health System.

Hospital Information and Mission Statement

Saint Joseph Health System is a not-for-profit ministry organization of Trinity Health, the fourth largest Catholic health system in the United States, based on operating revenue. Trinity Health aims to be transformational while adhering to and exceeding national performance benchmarks. The culture and operating model are focused solely on how to create a superior patient care experience supported by operational and service excellence.

- Fourth-largest Catholic health system in the U.S.
- Revenue of \$7.4 billion
- \$453 million in community benefit
- 46 hospitals (34 owned, 12 managed) in nine states
- 379 outpatient clinics/facilities
- 33 long-term care facilities
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Our multi-hospital system located in North Central Indiana offers a full range of services including:

- 254-bed acute-care hospital at the Mishawaka Medical Center
- 58-bed acute-care hospital at the Plymouth Medical Center
- 40-bed Saint Joseph Rehabilitation Institute

- More than 85 providers in the Saint Joseph Physician Network
- Community health centers and additional points of access
- St. Paul's with 368 suites for independent living, assisted living, skilled nursing care, rehabilitation and wellness and memory care.
- Holy Cross with 168 suites for rehabilitation and wellness and skilled nursing care
- Trinity Tower with 84 affordable senior apartments
- Health Insurance Services
- VNA Home Care

In addition to acute-based hospital care, we are proud to provide a wide range of community-based and post-acute services including: community wellness, physical rehabilitation, home care, physician clinics, outpatient services, independent and assisted senior living, memory care and affordable senior apartments.

Through its continuum of care, SJHS serves 899,381 people in a diverse nine-county market in Indiana and Michigan. The Primary Service Area includes St. Joseph, Marshall, and Elkhart Counties in Indiana and Berrien County, Michigan. The secondary service area encompasses Fulton, LaPorte, Pulaski, and Starke Counties in Indiana and Cass County, Michigan.

Counties are generally suburban or rural in nature, with the exception of urban city-centers in Elkhart and South Bend, the fourth largest city in Indiana. The region offers diversity, a stable economy and a family-friendly environment, all within close proximity of Chicago.

Mission

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

Our mission is more than ideology. It's an important standard that we hold ourselves to, in everything we do. Our faith principles are at the core of our business. And our faith demands that we do whatever it takes to have a positive impact on our entire community. The vision of Saint Joseph Health System is to be the leader in providing quality care to our community creating an atmosphere of clinical and service excellence in the care experience. A continuous focus on improvement of our systems and processes is dependent on open communication with the health care team, patients, and our community. At SJHS, our values give us strength. That character guides every decision we make - even when those decisions are complicated, costly or hard. We honor our mission to care for every man, woman and child who needs us by investing in technology, people and capabilities that allow us to set the standard for quality care.

Health Needs of the Community

The CHNA conducted in August 2017- November 2017 identified 4 significant health needs within the Saint Joseph Health System community. Those needs were then prioritized based on total response volume for individual health need/ issue using

multiple demographic need (age, ethnicity) for St. Joseph County and Marshall County, Indiana. The 4 significant health needs identified, in order of priority include:

Significant Health Need #1	• Improving nutrition and eating habits
Significant Health Need #2	• Improving access to wellness resources- including fresh foods, nutrition classes, gyms, etc.
Significant Health Need #3	• Increasing participation in physical activities and exercise programs
Significant Health Need #4	• Mental health

Hospital Implementation Strategy

Saint Joseph Health System resources and overall alignment with the hospital's mission, goals and strategic priorities were taken into consideration of the significant health needs identified through the most recent CHNA process.

Significant health needs to be addressed

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

- **Improve nutrition and eating habits**– Detailed need specific Implementation Strategy on pages 4, 5, 6
- **Access to wellness resources** – Detailed need specific Implementation Strategy on pages 7, 8
- **Increase participation in physical activities and exercise programs** – Detailed need specific Implementation Strategy on pages 9, 10
- **Improve access to mental health care** – Detailed need specific Implementation Strategy on pages 11, 12

Significant health needs that will not be addressed

Saint Joseph Health System 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. SJHS will not take action on the following health need:

- **Improve access to dental care** – SJHS will not take action on Access to Dental Health Care, as they are already being implemented within the community by SJHS and other community organizations. The organization recognizes that it must set priorities. Therefore, SJHS community investment will be directed toward the four issues where impact is most likely within our service area, target population, and collaborative partners.

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 2021, 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 2019-2021

HOSPITAL FACILITY:	Saint Joseph Health System- Mishawaka Medical Center					
CHNA SIGNIFICANT HEALTH NEED:	Improve Nutrition and Eating Habits					
CHNA REFERENCE PAGE:	TBD	PRIORITIZATION #:		1		
BRIEF DESCRIPTION OF NEED: Improving nutrition was the most commonly cited topic in all quantitative research conducted from analysis of the CHNA questionnaire for both St. Joseph County and Marshall County participants. Promotion of health and reduction of chronic disease risk through the consumption of healthful diets and achievement and maintenance of healthy body weights is SJHS primary action being addressed.						
GOAL: Reduce the consumption of unhealthy foods and drinks by community members with particular attention to ZIP codes with the highest rates of poverty in the cities of South Bend and Mishawaka.						
OBJECTIVE: 3% increase capacity optimization of healthy meal choices, as well as knowledge of best practices in nutrition related health issues by 2021.						
ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:						
Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Support and promote Unity Gardens garden sites, Greenhouse, kitchen/education center, and cooking classes including	Q2	Q2	Q2	Financial support (including costs of incentives supplies)		<ul style="list-style-type: none"> • Unity Gardens • This Counts • Kroc Center • University of Notre Dame • Ivy Tech

incentives (cooking equipment, My Plate, etc.)						<ul style="list-style-type: none"> • Purdue Extension • SJCHD • Northern Indiana Food Bank • 4H • Food Access Council • SCM
Wellness bucks (\$) program at SCM and health promotion for elementary and middle school students. Expand program by year 3 to other school corps including PHM and Dioceses schools.		Q1	Q1	Financial support, education, Supplies for giveaways (jump ropes, soccer balls, etc.), printing		<ul style="list-style-type: none"> • SCM • PHM • This Counts
Promote and advocate Nutrition Requirements of donations & healthy aisle in food banks. Support Farm to Food Bank policy/ growers tax credit for donations of excess produce to state-sponsored food banks.			Q1	Financial, Promotion / policy work, advocacy, FTEs		<ul style="list-style-type: none"> • United Way • Northern Indiana Food Bank, • This Counts • Farmers Market • Local farmers • South Bend Farmers Market • State and local government agencies • State government officials •
Partner with Food Bank to expand mobile pantry into more targeted areas	Q3	On-going	On-going	Financial support, education		<ul style="list-style-type: none"> • Northern Indiana Food Bank • Mishawaka Food Banks
Offer shuttle to farmers market once weekly by partnering with local church groups; promote cultural sensitivity for vendors		Q1	On-going	Financial support (gas cards from churches to farmers market)		<ul style="list-style-type: none"> • Local churches in primary zip codes • South Bend Farmers Market

ANTICIPATED IMPACT OF THESE ACTIONS:

CHNA Impact Measures	CHNA Baseline	Target
Increase healthy food availability through the use of community gardens	10% limited access to healthy foods (CHR 2018)	Decrease by 2% to 8%
Reduce threat of food deserts	9 Zip codes with food deserts in 2015	Reduce to 8 Zip codes by 2020
Increase "purchasing" of healthy foods in local food banks	Unknown at this time	Increase purchasing by 20% by 2021..
Increase consumption of healthy foods and drinks	15% Food insecurity (% of people who lack adequate access to food)	Decrease food insecurity to state level (14%) by 2021

PLAN TO EVALUATE THE IMPACT:

1. Annual participation in Subcommittee nutrition-related activities.
2. Track the annual number of participants in cooking classes and number of new garden users
3. Track annual effectiveness of classes by using a pre/post quiz
4. Quarterly evaluate the increase in healthy food "purchases" at participating food banks
5. Track year-end number of churches participating in shuttle services and use of gas cards (track use by mileage to/ from farmers market)
6. Track the year-end number of SCM teachers participating in Health Bucks
7. Year-end expansion of mobile pantry sites

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

TBD

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2019-2021

HOSPITAL FACILITY:	Saint Joseph Health System- Mishawaka Medical Center		
CHNA SIGNIFICANT HEALTH NEED:	Improve Access to Wellness Resources (fresh foods, nutrition classes, gyms, etc.)		
CHNA REFERENCE PAGE:	TBD	PRIORITIZATION #:	2
BRIEF DESCRIPTION OF NEED: Health status and related health behaviors are determined by influences at multiple levels: healthy nutrition options and preparation, and physical fitness. Because significant and dynamic interrelationships exist among these different levels of health determinants, educational and community-based programs are most likely to succeed in improving health and wellness when they address influences at all levels and in a variety of environments/settings.			
GOAL: Increase the quality, availability, and effectiveness of community-based programs designed to improve health by 3%.			
OBJECTIVE: Increase the number of persons that utilize health education to promote personal health and wellness.			

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Expand This Counts by activating partners. Activate 5 partners per year between both counties (46 total partnerships); link partners with local organizations	Q4	On-going	On-going	CHWB		<ul style="list-style-type: none"> This Counts (46 partners) Unity Gardens
Expand DPP to include, but not limited to, veterans, vulnerable populations, and SJHS colleagues	Q3	On-going	On-going	FTEs		<ul style="list-style-type: none"> Veterans Center Center for the Homeless, and other shelters Mishawaka Parks and Recreation
Broadcast television ads to support Unity Gardens wellness and physical activity	Q1			Financial support (advertisement costs)		<ul style="list-style-type: none"> This Counts Unity Gardens
Utilize MMU sites to promote wellness, education, expand cardiac risk, & tobacco assessments	Q2	On-going	On-going	MMU, CHWB, FTEs		<ul style="list-style-type: none"> This Counts MLK Center
Partner with Cultivate Culinary School & Catering to support food rescue program	Q4	Q4	Q4	Financial, food supplies		<ul style="list-style-type: none"> Cultivate Culinary School & Catering
Prescription for Produce county pilot			Q1	FTEs, financial		<ul style="list-style-type: none"> Cultivate Culinary School & Catering Food Banks Unity Gardens

ANTICIPATED IMPACT OF THESE ACTIONS:

CHNA Impact Measures	CHNA Baseline	Target
Activate 5 partners each year that serve to strengthen community presence of This Counts	2 active partners	17 active partners
Increase access to fresh produce/ healthy options for families testing + for food insecurity	10% SJC population are food insecure	Reduce by 2% to 8%
Physician support of Produce Rx	0 Rx per year	20 Rx per year
Expand screenings and program promotion in the community	30 screenings in 2018	Increase screenings 20% by 2021

PLAN TO EVALUATE THE IMPACT:

1. % increase in MMU visits at high volume sites annually.
2. Annual attendance at events and La Casa de Amistad events
3. Track prescription use (# used/ # of prescriptions given out) quarterly
4. Quarterly number of meals provided from hospital food "waste"
5. Quarterly number of advertisements run promoting This Counts
6. Annual increase in This Counts partners & action

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

TBD

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2019-2021**

HOSPITAL FACILITY:	Saint Joseph Health System- Mishawaka Medical Center		
CHNA SIGNIFICANT HEALTH NEED:	Increase Participation in Physical Activities and Exercise Programs		
CHNA REFERENCE PAGE:	TBD	PRIORITIZATION #:	3
BRIEF DESCRIPTION OF NEED: More than 80% of adults do not meet the guidelines for both aerobic and muscle-strengthening activities. Similarly, more than 80% of adolescents do not do enough aerobic physical activity to meet the guidelines for youth. Regular physical activity can improve the health and quality of life of Americans of all ages, regardless of the presence of a chronic disease or disability. Among			

adults and older adults, physical activity can lower the risk of: early death, heart disease, stroke, high blood pressure, Type 2 diabetes, and depression. Among children and adolescents, physical activity can: improve bone health, improve cardiorespiratory and muscular fitness, decrease levels of body fat, improve cognitive skills, and ability to concentrate and pay attention. Due to the variance of socioeconomic status of our community members, free access to and proper use of exercise amenities is needed.

GOAL: Improve health, fitness, and quality of life through regular physical activity by partnering with community organizations to reduce sedentary lifestyles by 2021.

OBJECTIVE: Reduce the number of adolescents and adults who engage in no leisure-time physical activity by 5% by 2021.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Partner with Mishawaka Parks & Recreation to provide athletic trainers at the Mishawaka Outdoor Fitness Court (weather permitting)	Q2	On-going	On-going	FTEs & financial support		<ul style="list-style-type: none"> Mishawaka Parks and Recreation This Counts
Expand Senior Fit classes by adding new classes in Mishawaka/ promote current South Bend class locations	Q3	On-going	On-going	FTEs		<ul style="list-style-type: none"> South Bend Parks and Venues Mishawaka Parks and Recreation
Open select SCM gymnasiums for public during non-school hours and expand to other school corps by year 3.		Q1	On-going	Financial support		<ul style="list-style-type: none"> SCM PHM Diocese schools
Purchase of 540 basketballs, & 540 soccer balls for SCM, PHM, Argos, and Plymouth schools for educational & recreational uses	Q2			Grant funded		<ul style="list-style-type: none"> SCM PHM Diocese schools
Annual La Casa de Amistad health event to promote and demonstrate healthy eating, exercise, and wellness directed	Q4	Q4	Q4	Financial FTE's		<ul style="list-style-type: none"> La Casa de Amistad This Counts

toward Latino youth population in high poverty areas.						
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ANTICIPATED IMPACT OF THESE ACTIONS:

CHNA Impact Measures	CHNA Baseline	Target
Increase availability of free exercise classes for population	85% have access to exercise opportunities (% of population with access to locations for physical activity)	Increase by 2%
Reduce common barriers to physical activity	25% physical inactivity	Reduce rate by 2%
Reduce prevalence of preventable disease related to lack of physical activity	31% Adult obesity rate	Reduce rate by 2%
Increase services provided to Hispanic/ Latino	0	Expand with 3 additional health events by 2021
Increase physical activity options for students by use of basketballs/ soccer balls	0 balls given	1080 balls given out to 50 schools (1 basketball + 1 soccer ball/ per 35 students)

PLAN TO EVALUATE THE IMPACT:

1. Quarterly track weekly number of people participating in Fitness Friday events
2. Annually track the % increase in senior fit members and class participants
3. Year-end track success of Senior Fit by analysis of health assessments
4. Track value of open gyms by cost of additional labor and resources compared to individuals using the space
5. Annual attendance at health events with Latino populations

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

TBD

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2019-2021**

HOSPITAL FACILITY:	Saint Joseph Health System- Mishawaka Medical Center
CHNA SIGNIFICANT HEALTH NEED:	Improve mental health access & awareness

CHNA REFERENCE PAGE:	TBD	PRIORITIZATION #:	4
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BRIEF DESCRIPTION OF NEED:

Mental disorders are among the most common causes of disability. The resulting disease burden of mental illness is among the highest of all diseases. In any given year, an estimated 18.1% (43.6 million) of U.S. adults ages 18 years or older suffered from any mental illness and 4.2% (9.8 million) suffered from a seriously debilitating mental illness. Moreover, CHNA data showed that 25% individuals in our community need mental health resources but don't seek them out due to stigma.

Mental health and physical health are closely connected. Mental health plays a major role in people's ability to maintain good physical health. Mental illnesses, such as depression and anxiety, affect people's ability to participate in health-promoting behaviors. In turn, problems with physical health, such as chronic diseases, can have a serious impact on mental health and decrease a person's ability to participate in treatment and recovery.

GOAL:

Improve mental health through prevention and by ensuring access to appropriate, quality mental health services, and training to those interacting with youth on trauma informed care.

OBJECTIVE:

Increase the number of school health staff trained in trauma informed care to include all incoming/ new staff members to 100%, and increase community engagement/ awareness 3% by 2021.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Continue to participate and support Oaklawn's Mental Health Awareness Week to share message about mental health	Q4	Q4	Q4			Oaklawn
Develop and support SCM mental health and trauma informed care, social, emotional, and learning curriculum	Q2	Q1	Q1			SCM
Train all School Health staff in mental health first aide, with scholarship opportunities for community members to participate in training	Q4	On-going	On-going			Oaklawn

ANTICIPATED IMPACT OF THESE ACTIONS:

CHNA Impact Measures	CHNA Baseline	Target
Increase number of School Health staff trained in trauma informed care	~ 40 % of school health staff trained (27/45)	100% of School Health staff
Increase large community engagement regarding mental health awareness	0	1 event annually (3 events total)

PLAN TO EVALUATE THE IMPACT:

1. Track number of mental health referrals to Bowen Center from SJHS PCP quarterly
2. Track number of mental health screenings by School Health staff quarterly
3. Number of participants attending mental health awareness event

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

TBD

Adoption of Implementation Strategy

On October 29, 2018, the Board of Directors for Saint Joseph Health System, met to discuss the 2019-21 Implementation Strategy for addressing the community health needs identified in the 2018 Community Health Needs Assessment. Upon review, the Board unanimously approved this Implementation Strategy and the related budget.