

Saint Joseph Health System

Community Health Needs Assessment Implementation Strategy

Fiscal years 2022-2024

Saint Joseph Health System (SJHS) completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on 5/28/2021. Saint Joseph Health System performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment took into account a comprehensive review of secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data collection including 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-benefit/community-health-needs-assessment-2021, or printed copies are available at Saint Joseph Health System.

Hospital Information

Saint Joseph Health System is a not-for-profit, multi-hospital health system located in North Central Indiana.

Our system includes:

* 254-bed acute-care hospital at the Mishawaka Medical Center.
* 58-bed acute-care hospital at the Plymouth Medical Center.
* More than 150 providers in the Saint Joseph Physician Network.
* Community health centers and additional points of access.
* St. Paul’s with 316 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.

Saint Joseph Health System continues the legacy of caring for Michiana begun by the Sisters of the Holy Cross and the Poor Handmaids of Jesus Christ more than 150 years ago. Saint Joseph Health System is a Regional Ministry Organization of Trinity Health that provides compassionate, faith-based care paired with the latest in advanced medical technology and procedures.

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.

At Saint Joseph Health System, 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.

SJHS continues to dedicate many resources to community benefit in several different areas. SJHS provides millions of dollars in Charity Care every year. This includes costs for unpaid Medicare and Medicaid expenses. SJHS has two locations that provide care to those who are without insurance and are eligible for Medicaid or Medicare. The Family Medicine Center caters to Medicare and Medicaid patients be employing medical residents, faculty practitioners, and office staff that can assist in determining individual insurance requirements.

In the 2020 fiscal year (FY 2020), SJHS committed:

* $4,821,219 for clinics that benefit the underserved, such as the Family Medicine Center and Sister Maura Brannick Health Center and other subsidized health services.
* $2,536,303 for medical residencies and other educational opportunities for both clinicians and non-clinicians.
* $1,325,543 for community support donations, in-kind contributions, and community building activities.

SJHS’s past efforts to address the needs of the community were met with success and there is no doubt future endeavors will do the same. While not able to fulfill every need identified through the CHNA, SJHS will make every effort to align the defined and redefined priorities with its mission.

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 those around.

Health Needs of the Community

The CHNA conducted during August through November 2020 identified the significant health needs within the St. Joseph and Marshall County community. Those needs were then prioritized based on direct responses which were weighted to accurately reflect the demographics of the community population. The significant health needs identified, in order of priority include:

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| 1. **Access to mental health care** | Mental disorders are among the most common causes of disability and was listed as a leading health concern in both St. Joseph County and Marshall County. 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. As mental health has been mentioned in several CHNA reports in the past, it is prioritized as its own category for SJHS and our partners to continue addressing potential solutions. The category encompasses a number of different topics, including mental health conditions, access to mental health services, and insurance coverage. |
| 1. **Improve nutrition and eating habits** | 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 a nutritious diet and maintenance of a healthy body weight vital to reducing the risk of chronic disease, is the primary action SJHS will address. SJHS believes increasing the quality, availability and effectiveness of educational and community-based programs designed to improve health and fresh food availability will promote healthy eating habits to enhance quality of life. |
| 1. **Access to wellness resources (fresh food, nutrition classes, gyms, etc.)** | Health status and related health behaviors are determined by influences at multiple levels; healthy nutrition options, meal 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. |
| 1. **Access/affordability of medication** | The high cost of healthcare in the U.S. is a burden for some individuals, families, and communities as a whole. Individuals with chronic health conditions are even more vulnerable as they often require a constant supply of medications. The increasing cost of prescription drugs and difficulties accessing health insurance often exacerbates the issue of poor access to essential medications. Many physical and mental health outcomes depend on unconstrained and continuous access to medication. Certain areas in this category may not be addressed by SJHS, as they are already being addressed by other community organizations. |
| 1. **Increase participation in physical activities and exercise programs** | Regular physical activity can improve the health and quality of life for individuals of all ages, regardless of the presence of a chronic disease or disability. Physical activity can lower the risk of early death, heart disease, stroke, high blood pressure, type 2 diabetes, and depression in adults. For children and adolescents, physical activity can improve bone health, improve cardiorespiratory and muscular fitness. Even small increases in physical activity are associated with health benefits. |

Hospital Implementation Strategy

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

* + **Access to mental health care –**Detailed need specific Implementation Strategy on pages on 26.
  + **Improve nutrition and eating habits -** Detailed need specific Implementation Strategy on pages on 26.
  + **Access to wellness resources (fresh foods, nutrition classes, gyms, etc.) –**Detailed need specific Implementation Strategy on pages on 26.
  + **Increasing participation in physical activities and exercise programs –**Detailed need specific Implementation Strategy on pages on 26.

Significant needs ‘Improve nutrition and eating habits’ and ‘Access to wellness resources (fresh foods, nutrition classes, gyms, etc.)’ are being combined into one Implementation Strategy category due to their closeness in nature.

**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. Saint Joseph Health System will not take action on the following health needs:

* + Access/affordability of medication – Saint Joseph Health System does not plan to directly address this need due to two low-cost health clinics it currently operates, Sister Maura Brannick Health Center and St. Joseph Health Center. These centers provide primary healthcare services and medication to individuals without health insurance who fall below 200% of the federally designated poverty level. Both health centers address prevention of disease and illness and focus on the overall health and well-being of each patient. The focus of the clinics is not only primary, preventative healthcare as specialty care is also provided to our patients from volunteer physicians.

This implementation strategy specifies community health needs that the hospital has determined to address 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 these three years, 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.

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| **CHNA IMPLEMENTATION STRATEGY**  **FISCAL YEARS 2022-2024** | | | |
| **Hospital facility:** | Saint Joseph Health System Mishawaka and Plymouth | | |
| **CHNA significant health need:** | Access to mental health care | | |
| **CHNA reference page:** | 26 | **Prioritization #:** | 1 |
| **Brief description of need:**  Mental disorders are among the most common causes of disability and was listed as a leading health concern in both St. Joseph County and Marshall County. 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. As mental health has been mentioned in several CHNA reports in the past, it is prioritized as its own category for SJHS and our partners to continue addressing potential solutions. The category encompasses a number of different topics, including mental health conditions, access to mental health services, and insurance coverage. | | | |
| **Goal:** Improve mental health through prevention and by ensuring access to appropriate, quality mental health services, and training to those interacting with trauma informed care. | | | |
| ***SMART Objective(s):***  Support the mental health needs of our school corporations through expanded education and awareness efforts to reach 1,500 students, 34 schools, 60 educators by FY24.  Provide system support to area agencies reducing barriers to care to decrease CHNA measured reports of not seeing a mental health provider due to availability by 3% from FY21 to FY24.  Meet the mental health needs of our underserved populations through 2 employee initiatives, 1 new board position in Marshall County, and a 1% reduction of CHNA reports of suicidal thoughts/attempts among the LGBTQ+ community by FY24. | | | |
| **Actions the hospital facility intends to take to address the health need:**   |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | Strategies | Timeline | | | Committed Resources | | Potential Partners | | | Y1 | Y2 | Y3 | Mishawaka | Plymouth |  | | Expand representation on Community Mental Health Boards in priority zip code 46563 | x | x | x | - | FTEs | Bowen Center | | Partner with Oaklawn to support One Day Access | x | x | x | Financial Support | - | Oaklawn | | Support Health Improvement Alliance (HIA) in creating a webpage hosting the main source of information for the community | x | x | x | Financial Support | - | Health  Improvement  Alliance | | Create new staff badges with languages spoken. Encourage the use of pronouns in email signatures. | x | x | x | Financial Support | |  | | | Partner with Sources of Strength to provide mental health resources for students. | x | x | x | Financial Support | - | Sources of Strength  (South Bend  &/or Mishawaka) | | | Support United Health Services Suicide Prevention Program | x | x | x | Financial Support, In-Kind | - | United Health  Services | | | Mental Health training for school health staff first aid for mental health | x | x | x |  | | Oaklawn | | | Administer yearly brain break workshop to school staff (one workshop per county per year) | x | x | x | FTEs | | Purdue Extension  School City of  Mishawaka  ISDH YAPA Grant | | | Partner Grants | x | x | x | Financial Support | | To be determined | | | | | |
| **Anticipated impact of these actions:**     |  |  |  | | --- | --- | --- | | CHNA Impact Measures | CHNA Baseline | Target | | Address mental health needs in Marshall County, including priority zip code 46563, by serving on Bowen Center’s board of advisors and supporting their mental health awareness initiatives | 0 staff members of SJHS serving on mental health boards in this county.  10.14% of FY21 CHNA residents in priority zip code 46563 reported their mental health NOT being good for 16 or more days per month. | 1 SJHS staff member serving on a mental board in Marshall County to increase impact of mental health efforts in the county for a 2% reduction in reports of poor mental health days 16 or more days per month over three years. | | Address mental health needs in St. Joseph County through Oaklawn’s One Day Access and the creation of a resource directory for mental health services in the county in partnership with HIA | 26% of FY 21 CHNA respondents reported not seeing a mental health professional due to availability. | Reduce by 3% over the next three years | | Increase student engagement regarding mental health awareness through Sources of Strength program | 0 | 500 students impacted per year | | Better support the mental health needs among the LGBTQ+ community through our suicide prevention and awareness efforts and inclusion efforts among staff in email signature lines. | 18.46% of FY21 CHNA LGBTQ+ respondents reported suicidal attempts/suicidal thoughts | Reduce by 1% over the three years | | Increase in the number of School Health staff trained in trauma informed care | ~ 60 % of school health staff trained (29/45) in 2019 | 75% of School Health staff (34/45) in three-year period | | Reach at least 20 educators per county with annual brain break workshop. | 0 educators | 20 educators per county per year | | Partner with Diversity and Inclusion in two educational and supportive efforts among SJHS staff. | 0 educational and supportive efforts. | Offer opportunity to participate in two educational and supportive efforts to all employees: adding languages spoken to badges and an invitation to add pronouns to email signature line. | | | | |
| **Plan to evaluate the impact:**   1. Track work done by the Mental Health Board quarterly through community reach numbers for initiatives and procedures. 2. Track number of patients per year referred to local mental health partner through Oaklawn’s same day access work and quarterly site visits to HIA’s mental health directory. 3. Sources of Strength - evaluate participation by students by administering pre and post survey. 4. Establish baseline tracking of LGBTQ+ suicide prevention education and awareness efforts by partnering with organizations to determine if we are adequately addressing the identified need for mental health regarding suicide prevention and awareness in the LBTQ+ community. 5. Track percentage of school health staff educated to ensure maximal participation in mental first aid. 6. Conduct pre-surveys and follow up surveys, and support emails, quarterly for educators who attend our brain break workshops to gauge the frequency of brain break implementation in their classrooms, benefit of the instruction we are providing, and strategies for improvement moving forward. 7. Track inclusion work being done with local Trinity Health diversity & inclusion specialist to ensure we are expanding both inclusion strategies among colleagues. | | | |

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| **CHNA IMPLEMENTATION STRATEGY**  **FISCAL YEARS 2022-2024** | | | |
| **Hospital facility:** | Saint Joseph Health System Mishawaka and Plymouth | | |
| **CHNA significant health need:** | Wellness - Access to resources (fresh foods, nutrition classes, gyms, etc.) and Improve nutrition and eating habits and Improving nutrition and eating habits | | |
| **CHNA reference page:** | 26 | **Prioritization #:** | 2 |
| **Brief description of need:**  Health status and related health behaviors are determined by influences at multiple levels; healthy nutrition options, meal 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:** (Objective) Increase consumption of healthy, low-sodium foods with attention to zip codes with the highest rates of poverty in the two counties. (Goal) create long-term healthy life changes. | | | |
| ***SMART Objective(s):***  Increase access to fresh produce/ healthy options for families through a new program implementing healthy corner stores beginning in St. Joseph County priority zip code 46601 by FY24.  Reduce CHNA reported food insecurity in our underserved communities by 2% through our mobile food pantries, crockpot cooking classes, spice and oil drives, and community partnerships from FY21 to FY24.  Increase opportunities for wellness through our Wellness Dollars program for students grade 4-6, and This Counts-‘Fuel Your Body’ and wellness grant opportunities from FY21 to FY24. | | | |
| **Actions the hospital facility intends to take to address the health need:**   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | Strategies | Timeline | | | Committed Resources | | Potential Partners | | Y1 | Y2 | Y3 | Mishawaka | Plymouth |  | | Create Healthy Corner Store program beginning in priority zip code 46601 | x | x | x | Financial support, Grants, FTEs | - | Center for the  Homeless | | Administer ‘Healthy Families – Crockpot cooking class’ |  | x | x | Financial support | | La Casa De Amistad  YWCA  Homeless Shelter | | Donate a minimum of 45 crockpots per year to low income families | x | x | x | Financial support | | Target  Poor Handmaids | | Organize a spice and oil drive to donate to food pantries in the food desert zip codes | x | x | x | Staff donations | | McCormick Spices  Walmart;  Power of One | | Partner with Food Bank to expand mobile pantry into more targeted areas (Marshall, Elkhart, St. Joe X2 400 families) | x | x | x | Financial support | | Food Bank of  Northern Indiana | | Provide 200 can openers per year for mobile food pantry | x | x | x | Financial support | |  | | Continue to fund Cultivate backpack program | x | x | x | Financial support, food supplies | - |  | | Support Real Services Meals on Wheels | x | x | x | Financial support | - |  | | Grant for This Counts - 'Fuel Your body' | x | x | x | Financial support | |  | | Wellness Dollars |  | x | x | Financial support, education, Supplies for giveaways and printing | | Liberty Elementary | | Wellness Grant | x | x | x | Financial support | |  | | | | |
| **Anticipated impact of these actions:**     |  |  |  | | --- | --- | --- | | CHNA Impact Measures | CHNA Baseline | Target | | Increase access to fresh produce/ healthy options for families through healthy corner store work beginning in St. Joseph County priority zip code 46601. | 0 healthy corner stores | Establish 1-2 healthy corner stores with at least 5 healthy food options available | | Reduce reported food insecurity in our underserved communities through our mobile food pantries, crockpot cooking classes, spice and oil drives, and community partnerships. | 17.9% of FY21 CHNA minority respondents report worrying about running out of food more than half the time. | Reduce by 2% over 3 years | | Increase opportunities to earn Wellness Dollars for students grade 4-6 | 10 opportunities | 12 opportunities in three years. | | | | |
| **Plan to evaluate the impact:**   1. Quarterly track and evaluate the healthy food purchases from the Health Corner stores, and annually survey consumers on what items they would like to see offered. 2. Administer pre and post surveys on crockpot cooking knowledge to class participants, and follow up with quarterly emails that include new, low cost recipes to try. 3. Annually evaluate expansion of mobile food bank by tracking use of new pantry locations. 4. Report numbers of students participating in Wellness Dollars program annually in each county. | | | |

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| **CHNA IMPLEMENTATION STRATEGY**  **FISCAL YEARS 2022-2024** | | | |
| **Hospital facility:** | Saint Joseph Health System Mishawaka and Plymouth | | |
| **CHNA significant health need:** | Increasing participation in physical activities and exercise programs | | |
| **CHNA reference page:** | 26 | **Prioritization #:** | 3 |
| **Brief description of need:** Regular physical activity can improve the health and quality of life for individuals of all ages, regardless of the presence of a chronic disease or disability. Physical activity can lower the risk of early death, heart disease, stroke, high blood pressure, type 2 diabetes, and depression in adults. For children and adolescents, physical activity can improve bone health, improve cardiorespiratory and muscular fitness. Even small increases in physical activity are associated with health benefits. | | | |
| **Goal:** Reengage community members in to improve physical fitness and community activity after COVID-19 pandemic to improve health, fitness, and quality of life through regular physical activity. | | | |
| ***SMART Objective(s):***  Increase knowledge of community resources and programs in priority populations through new marketing measures in our underserved populations from FY21 to FY24.  Reduce sedentary behavior in our community by providing various opportunities to increasing fitness among seniors by 2-3%, increasing student wellness challenge participation by 10%, supporting family wellness with 10 bike and helmet giveaways in each county, and supporting Marshall County Blue Zones Project with 3 initiatives from FY21 to FY24. | | | |
| **Actions the hospital facility intends to take to address the health need:**   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | Strategies | Timeline | | | Committed Resources | | Potential Partners | | Y1 | Y2 | Y3 | Mishawaka | Plymouth |  | | Create and distribute QR codes linked to current programs to reengage community with a focus on identified priority zip codes | x | x | x | Cost of marketing materials, promotion, FTEs | | La Casa De Amistad,  Project Impact,  Sororities & barbershops,  ROC | | Adult bike and helmet giveaway | x | x | x | Financial support | | South Bend Bike Garage  (Albright's Cycling & Fitness or Avenue Bicycle Station) | | Support and promote Marshall County Blue Zones wellness initiative | x | x | x | - | Financial support | Blue Zones Project | | Resume Senior Fit by restarting classes in 3 locations, then expanding as able | x | x | x | FTEs | | Parks Departments – Mishawaka, South Bend, and Plymouth | | This Counts Wellness School Challenge (K-5) | x | x | x | Financial support,  Grant funded | | South Bend Cubs  Notre Dame | | Grant for This Counts - 'Train your muscles' | x | x | x | Financial support | | Parks Departments | | Physical Health Grant | x | x | x | Financial support | |  | | | | |
| **Anticipated impact of these actions:**     |  |  |  | | --- | --- | --- | | CHNA Impact Measures | CHNA Baseline | Target | | Increase use and knowledge of community resources and programs in priority populations through marketing | 1,457 encounters in Indiana during FY21 | Increase by 20% over 3 years | | Increase physical fitness among seniors in our community through our Senior Fit classes | 130 participants at 9 sites prior to COVID-19 pandemic  Priority zip code sites in SJC = 1, in MC = 3 | Begin re-opening with a priority population lens, and increase participation at sites in priority zip codes by 2-5% over 3 years | | Increase physical activity options for adults by use of bicycles | 0 bicycles given | 10 bicycles and 10 helmets per county over three years | | Partner with the Marshall County Blue Zones Project on directed initiatives to increase wellness | 0 initiatives partnered on | Participate directly with a minimum of 3 initiatives over the next three years | | Increase participation in This Counts Wellness School Challenge (K-5) | 180 classrooms (857 students in 24 schools) with 1325541 minutes of activity from 857 entries in 2020 | Increase by 10% over 3 years | | | | |
| **Plan to evaluate the impact:**   1. Track distribution sites for community resource cards and QR window clings in priority populations and assess the effectiveness of the re-engagement and support of health and wellness of the community through the increased. Strategize with community partners on opportunities for increased visibility in priority areas. 2. Quarterly track the average number of people participating in Senior Fit classes per month. Annually assess senior fit members for BMI, BP, balance, flexibility, muscular strength and muscular endurance. 3. Track numbers of bikes funded, and number of volunteer hours served to obtain a bike annually through pay it forward upcycled bike program. 4. Obtain impact reports from Blue Zones Project on pertinent data measures, such as cardiac risk, reports of perceived well-being, and smoking rates. 5. Report annual numbers of participation in the This Counts Wellness Challenge for students in grades K-5 and track increase in participation through #s of participating classrooms, students, and average # of minutes. | | | |
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Adoption of Implementation Strategy

On September 15, 2021, representatives for the Board of Directors for Saint Joseph Health System, met to discuss the Fiscal Year 2022-2024 Implementation Strategy for addressing the community health needs identified in the 2021 Community Health Needs Assessment. Upon review, the representatives approved this implementation strategy and related budget on behalf of the SJHS Board of Directors.