



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY23-25 *Updated April 2024*



Saint Francis Hospital
Trinity Health

Saint Francis Hospital completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the authorized body of the Trinity Health Of New England Board on 9-26-2022.

Saint Francis Hospital 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 considered 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.trinityhealthofne.org/about-us/community-benefit/community-health-needs-assessments>

or printed copies are available upon request at:

Department of Community Health and Well Being, Trinity Health Of New England, 659 Tower Avenue 1st Floor, Hartford, CT 06112

Our Mission and Core Values

To serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities. Guided by our charitable mission and core values, our work extends far beyond hospital or clinic walls. We continually invest resources into our communities to meet the health needs of underserved and vulnerable community members, bringing them healing, comfort, and hope. Through our community benefit initiatives, we help to make our communities healthier places to live.

Our Core Values:

- Reverence - We honor the sacredness and dignity of every person.
- Commitment to Those Experiencing Poverty- We stand with and serve those who are poor, especially those most vulnerable.
- Safety - We embrace a culture that prevents harm and nurtures a healing, safe environment for all.
- Justice - We foster right relationships to promote the common good, including sustainability of Earth.
- Stewardship - We honor our heritage and hold ourselves accountable for the human, financial, and natural resources entrusted to our care.
- Integrity - We are faithful to who we say we are



Our Hospital

Saint Francis Hospital has been an anchor institution in Hartford, Connecticut since 1897 and is now celebrating over 125 years of service to the community. In 2015, Saint Francis became part of Trinity Health Of New England, an integrated health care delivery system that is a member of Trinity Health based in Livonia, Michigan and one of the largest, multi-institutional Catholic health care delivery systems in the nation serving communities in 26 states. Saint Francis Hospital is a 617 bed, Level 1 Trauma Center, a major teaching hospital and the largest Catholic hospital in New England. Other Saint Francis entities include the Comprehensive Women’s Health Center, the Connecticut Joint Replacement Institute, the Hoffman Heart and Vascular Institute of Connecticut, the Smilow Cancer Hospital at Saint

Francis, and Trinity Health Of New England Medical Group.

Our Community

The community of Greater Hartford is generally defined as the area served by the Capitol Region Council of Governments, which consists of 38 cities and towns along with the suburbs further out from the Hartford city center. The population for each of Greater Hartford's 38 cities, towns, and suburbs (with 2020 populations): Andover (3,151), Avon (18,932), Berlin (20,175), Bloomfield (21,535), Bolton (4,858,) Canton (10,124), Columbia (5,272), Coventry (12,235), East Granby (5,214), East Hartford (51,045), East Windsor (11,190), Ellington (16,426), Enfield (42,141), Farmington (26,712), Glastonbury (35,159), Granby (10,903), Hartford (121,054), Hebron (9,098), Manchester (59,713), Mansfield (25,892), Marlborough (6,133), New Britain (74,135), Newington (30,536), Plainville (17,525), Rocky Hill (20,845), Simsbury (24,517), Somers (10,255), South Windsor (26,918), Southington (43,501), Stafford (11,472), Suffield (15,752), Tolland (14,563), Vernon (30,215), West Hartford (64,083), Wethersfield (27,298), Willington (5,566), Windsor (29,492), Windsor Locks (12,613).

The diversity of Greater Hartford is relatively similar to statewide with 36% of the population being non-white. Both Greater Hartford and Connecticut have experienced an increase in diversity, especially among those under 18. • Among the region's foreign-born population, the most common countries of origin are Jamaica (in Hartford) and India (in most surrounding suburbs) • The population density of the city of Hartford is over seven times as dense as the population of the entire Greater Hartford region. • The majority of Greater Hartford's households are family households. However, the household makeup within the city of Hartford is different, with the majority of the households being non-family households. Between 2015 and 2021 the share of adults who agree that there are suitable employment options in Hartford has increased from 22% to 40%. However, this is still the second lowest rate for urban areas within the state. In 2021, 26% of Hartford residents had difficulty paying for food and 17% had difficulty paying for housing compared to 11% and 9%, respectively, statewide.

Our Approach to Health Equity

While Community Health Needs Assessments (CHNA) and Implementation Strategies are required by the IRS, Trinity Health ministries have historically conducted CHNAs and developed Implementation Strategies as a way to meaningfully engage our communities and plan our Community Health & Well-Being work. Community Health & Well-Being promotes optimal health for those who are experiencing poverty or other vulnerabilities in the communities we serve by connecting social and clinical care, addressing social needs, dismantling systemic racism, and reducing health inequities. Trinity Health has adopted the Robert Wood Johnson Foundation's definition of Health Equity - "Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care."

This implementation strategy was developed in partnership with community and will focus on specific populations and geographies most impacted by the needs being addressed. Racial equity principles were used throughout the development of this plan and will continue to be used during the implementation. The strategies implemented will mostly focus on policy, systems and environmental change as these systems changes are needed to dismantle racism and promote health and wellbeing for all members of the communities we serve.

Health Needs of the Community

The following provides a brief overview of the key findings from the 2022 Community Health Needs Assessment for the region. This includes findings as they relate to the key social indicators that were identified at a regional level. Each priority is representative of issues most effecting the community of Greater Hartford. These priorities were established through a combination of community input and partner review of data and have been carefully examined to ensure inclusiveness of issues that contribute to health disparities in the community

Key Social Indicators found include:

Family Economic Security
Neighborhoods and the Environment
Health Care Access and Affordability
Health Status and Outcomes
Community Trust and Civic Engagement

Along with these indicators, the following prioritized list shows the health concerns that arose during the development of the community health improvement plan in collaboration with our local partners.

Health Issues:

- Asthma
- Obesity & Diabetes
- Mental Health
- Substance Abuse

SDOH Issues:

- Access to Healthy Foods
- Stable Housing
- Neighborhood Safety

Hospital Implementation Strategy

Significant health needs to be addressed

Saint Francis Hospital, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness in community improvement. Transforming Communities Initiative (TCI), Hartford will design policy, systems and environmental strategies to create a residential model for community living that is inclusive, safe and promotes positive health outcomes. This model seeks to address the following issues: food insecurity, community violence, scarcity of quality housing, increased mental distress and poor mental health, and lack of intergenerational connection.

The following CHNA metrics will be used to highlight our work.

1. **Neighborhood Safety – CHNA pages 7,11,80**
2. **Stable Housing – CHNA pages 7,9,11,15,19-23, 38, 41,42,57,59,63,64,69,72,85**
3. **Access to Healthy Foods- CHNA pages 6,8,10,18,19**

Significant health needs that will not be addressed

Saint Francis Hospital 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 are the most pressing, under- addressed and within its ability to influence. Saint Francis Hospital does not intend to address the following health needs:

- **Asthma** – Saint Francis Hospital is not going to address asthma as the local children's hospital has been partnering with the city and the state to address this issue for many years and has the best opportunity to impact. They work collaboratively with HUD to remediate homes as well as provide care for those suffering with asthma. Saint Francis makes referrals to this program but is not directly involved in the implementation.
- **Obesity and Diabetes-** Patients with obesity and diabetes are being served in Hartford by a number of programs provided by community-based organizations, area medical providers and health clinics. In addition, the challenges in the community for both diseases stem from access to healthy foods which is an area we plan to address. We anticipate our work to increase access to healthy foods will in the long term impact obesity and diabetes but given the time frame of this Implementation strategy it is not a metric that will be measured for specific outcomes.
- **Substance Abuse** - These needs are resourced through existing collaboratives and partnerships in the City of Hartford including internal and external behavioral health and medical health providers. Although we are working to increase access to these services it will not be reported on here in this document.

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners determined will be addressed. This implementation strategy outlines actions that will be taken over one year. An amended implementation strategy that defines actions for years two and three will be submitted after community workgroups have completed their root cause analysis and have provided suggestions for improvement to the hospital for consideration. This update now includes the plans for our Implementation Strategy for this cycle.

UPDATE: Since the initial publication of our Implementation Strategy a number of activities have taken place to engage the community and more clearly define the priority issues that residents and local leaders want to work on together. In 2022, Saint Francis was awarded an internal grant valued at up to \$350,000 per year for the next four years to engage the community in a plan for change. This project is called the Transforming Communities Initiative (TCI), a policy, systems and environmental (PSE) change approach to community improvement which will serve as our Implementation Strategy investment. The lead CBO for this initiative is the YWCA Hartford Region who specializes in systemic racism and has been an anchor for direct services to the residents of Hartford. YWCA hired as consultants a project director and local evaluator, both reside and are raising their families in North Hartford area. These small micro-systems change signifies the shift in having BIPOC (Black, Indigenous, People of Color) who live in the community at the forefront of this systems change effort. The TCI Collaborative determined that the CHNA did not represent the diversity of the community which lead to the collaborative members hosting one to one meetings and power meetings with residents targeting specifically the voices of LBTQIA, Youth, Youth Immigrants, Caregivers, Seniors and Latinx. The TCI Collaborative members determined after collecting additional data that the pressing need for the community is mental health and neighborhood safety. The Collaborative crafted and adopted this vision which states that the Transforming Communities Initiative (TCI), Hartford will design policy, systems and environmental strategies to create a residential model for community living that is inclusive, safe and promotes positive health outcomes. This model seeks to address the following issues: food insecurity, community violence, scarcity of quality housing, increased mental distress and poor mental health, and lack of intergenerational connection.

Thus far activities for the Collaborative have included:

- Development of a collaborative with 24 active members, led by the YWCA Hartford Region which meets on a monthly basis with ad hoc meetings in between to create a collective Community Action Plan (CAP).
- Investment of monetary and in-kind resources are being explored
- Completion of a Root Cause Analysis & Logic Model to identify a priority issue
- Capacity building training for residents and community partners on topics such as What is the difference between Programs & PSE led by Community Catalyst, Logic Model 101 led by Hartford Health Initiatives, How to be an Effective Community Organizer led by Heroes of Hope and what is Health Equity & Developing an Anti-racism Lens training led by Health Equity Solutions.
- Community Action Plan is in progress with estimated time of completion Spring 2024

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.

1

Trauma and Mental Health as it relates to Neighborhood Safety



Hospital facility: Saint Francis Hospital
CHNA reference pages: 7,11,80

Brief description of need:

- Only 38% of Hartford Residents feel it is safe to raise children here (noting, community violence four times higher in Hartford than in the state).
- Only 44% feel it is safe to walk at night.
- 49% think Youth have positive Role Models specifically relating to involvement in extracurricular activities
- 69% of people are satisfied with their area. That is 13% decrease compared to Connecticut as a whole.
- Experiencing gun-related trauma, including being present at a shooting, or having a family member hurt by a firearm, is linked with a higher likelihood of complications from depression, anxiety, and post-traumatic stress disorder, especially among children *Hansen, A.J (2019, January 23). Costs of gun-related hospitalizations, readmissions examined study.*

Equitable and Inclusive SMART Objective(s):

1. Identify 2 sites across the country that are community driven residential models of safe and healthy communities that can be replicated in Hartford.
2. Expand TCI collaborative table to include stakeholders who have a vested interest in creating and/or developing space that can achieve residents' vision of a safe community.
3. Increase resident (non-affiliated with agency, CBO or institutions) participation and engagement by 40%
4. Merge and grow Hospital Violence Intervention Program and Greater Family Advocacy Center and transition direct services to a comprehensive wraparound HVIP Trauma Recovery Center model

2

Increase Social Cohesion by Improving Stable Housing



Hospital facility: Saint Francis Hospital

CHNA reference pages: 7,9,11,15,19-23, 38, 41,42,57,59,63,64,69,72,85

Brief description of need:

- 51% of Hartford's households are cost-burdened, meaning they spend at least 30 percent of their total income on housing costs.
- Hartford household median income is \$36,278 and a poverty rate of 28% compared to the remainder of Connecticut: \$78,444.

Equitable and Inclusive SMART Objective(s):

1. Organize a funders collaborative for improved affordable housing and development so that commitments for 2 projects are made over the next 3 years.
2. Engage TCI collaborative members to advocate for policy changes that enable higher representation of community voice in development projects as measured by representation on city development committees.

3

Increase Social Cohesion by Improving Access to Healthy Foods



Hospital facility: Saint Francis Hospital
CHNA reference pages: 6,8,10,18,19

Brief description of need:

Food Access: The Food Insecurity Rate reports the estimated percentage of the population that experienced food insecurity at some point during the year. Food insecurity is the household-level economic and social condition of limited or uncertain access to adequate food. For Hartford County that insecurity rate affected 11.5% of the population which equates to 103,340 people whereas the state is 21% and nationwide is 18.8%. There currently no full service grocery store in the City of Hartford. Residents if they want access fresh produce, dairy products must travel outside of their community to neighboring towns or purchase unhealthy options at local corner stores or bodegas. Saint Francis operates three safety net clinic (Burgdorf Health Center, Gengras Clinic and Family Medicine at Asylum Hill) 42% of the patient population have 2 or more co-morbidities that are uncontrolled; hypertension, type 2 diabetes, and congestive heart failure with frequent visits to the ED for their conditions.

Equitable and Inclusive SMART Objective(s):

1. 50% of patients referred by primary care provider who have had 3 or more ED visits within the past 3 months are eligible to be enrolled in Food Is Medicine program. Data will show decrease in baseline numbers within 6 months of program enrollment.
2. Increase participation of community members by 50% more residents engaged in the implementation of our project during the 3 year duration of the project
3. Expand resources during the first year that are directed at the priority topic to advance access to healthy foods.

Actions the hospital will take to improve social cohesion for the residents of Hartford:

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Establish a diverse multi-sector collaborative inclusive of residents and agencies	X	X		Trinity Health	\$1.2Mil TCI Grant Dollars will be used to support this work. Up to \$300,000 per year.
				Saint Francis Hospital	\$120,000 10% match of TCI Trinity Health grant dollars investment & in kind staff
				YWCA Hartford Region	Contracted partner, in kind
				CATF (Community Action Taskforce)	Contracted-resident engagement
				Hartford Health Initiatives	Contracted local evaluation, community participatory research
				North Hartford Triple Aim Collaborative	Advocacy skills and resources
				Wellville	In kind- Community coalition building expertise
				Focus location(s)	Focus Population(s)
				06112, 06120, 06114, 06106	Low/moderate income residents of the targeted zip codes.
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Implement & Monitor Food Is Medicine Program to influence behavior modification and increase access to healthy foods		X	X	Saint Francis Hospital	\$445,576 grant funding & in kind staff
				Keney Park Sustainability Project	In-kind community programs
				LEVO International	In-kind expertise in hydroponic gardening systems
				Urban League of Greater Hartford	In-kind programs and services
				CT DPH-Hartford Healthy Families Initiative	In-kind- resources
				University of Saint Joseph	Dietic interns
				Community Action Taskforce	Contracted –program patient engagement partner
				CVS Health Alliance Systems	In-kind data management
				Hartford Hospital- Social Impact Team	Resource partner
				Focus location(s)	Focus Population(s)
06112, 06105, 06120, 06106	Low/moderate income residents of the targeted zip codes.				
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Create a residential model for community living that is inclusive, safe and promotes positive health outcomes	X	X		Trinity Health	\$1.2Mil TCI Grant Dollars will be used to support this work. Up to \$300,000 per year.
				Saint Francis Hospital	\$120,000 10% match of TCI Trinity Health grant dollars investment & in kind staff
				YWCA Hartford Region	Contracted partner, in kind
				CATF (Community Action Taskforce)	Contracted-resident engagement
				Hartford Health Initiatives	Contracted local evaluation, community participatory research
				North Hartford Triple Aim Collaborative	Advocacy skills and resources
				City of Hartford Health and Human Services	In-kind community development expertise
				Focus location(s)	Focus Population(s)
				06112, 06105	Low/moderate income residents of the targeted zip codes.

Impact measures for these actions:

Impact Measures	Baseline	Target	Plan to evaluate the impact
Engagement of Advisory Committee members in the discussions. (Building of Trust)	24 members engaged	50% increase	Meeting participation data.
Increased resources dedicated to the need identified. (Increase Capacity)	TCI Budget Invested = 0	Year 1 = \$151,427 Year 2 = 216,222 Year 3 - \$300,000	Monitor budget allocations and resources brought to the initiative.
Resident input and participation in the process. (Community Engagement)	6 resident advisors on TCI Collaborative	12 regularly engaged residents	Measure participation and survey for levels of engagement via evaluation plan for TCI.

Adoption of Implementation Strategy (UPDATED: April 2024)

On April 15, 2024, the authorized body of the Trinity Health Of New England Board reviewed the 2023-2025 Implementation Strategy for addressing the community health needs identified in the 2022 Community Health Needs Assessment. Upon review, the authorized body approved this Implementation Strategy and the related budget.

Syed Hussain, M.D.
Syed Hussain, M.D. (Apr 15, 2024 14:29 EDT)

Syed Ahmed Hussain, M.D., Senior Vice President and Chief Clinical Officer, Trinity Health Of New England

List of Transforming Communities Initiative (TCI) Collaborative Members

Strategic Partnerships Organizations

Resource Partners:

The Village for Children and Families
United Way
LISC,
CT Children's Medical Center
Hartford HealthCare
Hartford NEXT
Ministerial Health Fellowship/ Blackwell AME Zion Church
Asylum Hill (AHNA)NRZ
Northeast NERA
University of Connecticut
Wellville
Collaborative Center for Justice
Upper Albany NRZ



HERE'S HOW YOU ARE LENDING A HAND

Action Partners:

Blue Hills Civic Association
Healthy Hartford Hub
Advocacy to Legacy
Colored Hemisphere
Phillips Health Ministry

Strategic Partnerships – Individuals

Community Advocates:

Aleena Durant
Devonn Smith
Juan Colon
Cassandra Marshall
Joanna Iovino
Kieasha Dickenson



HERE'S HOW YOU ARE LENDING A HAND

FOOD IS MEDICINE KEY STAKEHOLDERS

Key Stakeholders- *Role of stakeholders is to support design and implementation of program. This team will transition after launch to function as a governance steering committee for continuous improvement, learn from patient experience and track outcomes of program,*

- Trinity Health Of New England Community Health and Well-Being Department
- Department of Health and Human Services, City of Hartford, Hartford Healthy Families Initiatives
- University of Saint Joseph Department of Nutrition and Public Health
- Community Health Worker- Wisewoman program uninsured
- Community Action Task Force (CATF) Hartford resident led taskforce initiative of Hartford Healthy Hub
- Saint Francis Hospital Pharmacy
- CVS Health System Alliances
- Keney Park Sustainability Project (KPSP)
- Urban League of Greater Hartford
- Gengras Clinic designated Patient Centered Medical Home
- JCC Mandell Fitness Center
- UConn School of Pharmacy