



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY23-25



Johnson Memorial
Hospital
Trinity Health

Johnson Memorial Hospital completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by authorized body of the Trinity Health Of New England Board on 9-26-2022. Johnson Memorial 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, 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 Who are Poor - 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

Johnson Memorial Hospital and Home & Community Health Services provide a continuum of health care services to those living and working in north central Connecticut and western Massachusetts. In 2016, Johnson Memorial Hospital and Home & Community Health Services became part of Trinity Health Of New England, an integrated health care delivery system that is a member of Trinity Health, Livonia, Michigan, one of the largest multi-institutional Catholic health care delivery systems in the nation serving communities in 26 states. The 92-bed hospital and home health and hospice agency have been anchor institutions in north central Connecticut for more than 100 years. Services include a medical-surgical unit as well as an ICU, an emergency department, cardiac rehabilitation, physical therapy, wound center, and other outpatient services.



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 majority of Greater Hartford's households are family households. As Connecticut's predominantly white Baby Boomers age, younger generations are driving the state's increased racial and ethnic diversity. Black and Latino populations in particular skew much younger than white populations. Over the past 40 years, neighborhood income inequality has grown statewide as the share of the population living in wealthy or poor neighborhoods has increased and the population in middle income areas declined in a process known as "economic sorting," which then leads to further disparities in access to economic opportunity, healthy environments, and municipal resources

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 insure 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.

- Substance Abuse/Mental Health
- Aging Population & Isolation
- Homelessness
- Smoking/Vaping
- Obesity

Hospital Implementation Strategy

Significant health needs to be addressed

Johnson Memorial Hospital, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following health needs:

1. **Obesity - CHNA pages 5,7,47-48,77**

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Significant health needs that will not be addressed

Johnson Memorial 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. Johnson Memorial Hospital does not intend to address the following health needs:

- **Aging Population & Isolation** – Johnson Memorial Hospital is already addressing this need with its new Geriatric Wellness unit. In group and individual sessions, the program focuses on the stressful issues associated with aging such as grief, loneliness, coping with illness or physical disability, changing roles and status, death and dying, conflicts with adult children and aggression due to multiple medications.
- **Mental Health/Substance Abuse/Smoking/Vaping** The community is being served in the greater Hartford region by a number of programs provided by community-based organizations, area medical providers and health clinics
- **Homelessness** – There are a variety of area community based organizations in-place to address this need. Johnson helps by directing individuals to Findhelp, a free service to search and connect to local social services. Financial assistance, food pantries, and a multitude of other free or reduced-cost help can be found. People in need, case managers, and social workers can find and apply for government and charitable services in seconds

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners has determined to address. This implementation strategy outlines actions that will be taken in year one. 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. 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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Obesity



Hospital facility: Johnson Memorial Hospital

CHNA reference pages: 5,7,47-48,77

Brief description of need:

Obesity: The health risk factor of obesity in adults for the greater Hartford area is 30%. This factor is 3% higher than the adult average statewide in Connecticut of 27%.

Equitable and Inclusive SMART

Objective(s):

1. Increase nutrition knowledge by 15% consumption of healthy foods by 15% for 100 residents per year as measured by data collection at program enrollment.
2. Reduction and confidence in management of chronic conditions
3. Expand resources during the first year that are directed at this priority topic so that we can increase capacity of CBO's who are able to increase their engagement with Technical Assistance and other resources invested.
4. Increase participation of community members in the process so that 50% more residents are engaged in the implementation of our project plan during the 3- year duration of the project.

Actions the hospital facility intends to take to address the High Rate of Obesity need:

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Ensure that that community is able to access community-based resource by partnering with CBOs and engaging to provide services including: Cooking Courses, Community Garden, Nutrition Education at the food pantries & food pharmacies	X			Johnson Memorial Hospital	\$140,000 grant funding
				SONE Health	
				Department of Health and Human Services	
				Levo International	
				Focus location(s)	Focus Population(s)
Johnson Memorial Hospital	High risk patients with unmanaged chronic conditions, community members, pantry clients				
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Outreach activities to increase volume of people reached	X			Johnson Memorial Hospital	In-kind staff and resources
				Joan C Dauber Food Pantry	
				Focus location(s)	Focus Population(s)
Greater Hartford	Patients, community residents				
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Development of tools to measure outcomes.	X			Johnson Memorial Hospital	In-kind staff and resources
				Focus location(s)	Focus Population(s)

Anticipated impact of these actions:

Impact Measures	CHNA Baseline	Target	Plan to evaluate the impact
Obesity rate	30% of greater Hartford residents are obese which is 3% higher than the state average 2022 Johnson CHNA , pg. 77	Cohort at least 5% better than CHNA baseline	Collect data from survey to determine change in percentage of cohort population

Adoption of Implementation Strategy

On February 14, 2023, 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.



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