

Trinity Health – New England
Johnson Memorial Hospital
Community Health Needs Assessment Implementation Strategy
Fiscal years 2016-2019

Johnson Memorial Hospital (JMH) completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on 2-7-17. JMH 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.jmmc.com or printed copies are available from Patricia Lariviere plarivie@stfranciscare.org

Hospital Information and Mission Statement

Mission

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

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.

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.

Johnson Memorial Hospital is a 92-bed hospital located in Stafford Springs Connecticut that has been an anchor institution in north central Connecticut for 104 years. The Hospital moved from its original location on East Street in Stafford Springs to its present location on Chestnut Hill Road in 1975. During the 1980s, few health care organizations throughout the United States were branching out by creating subsidiaries, and Johnson Memorial Hospital (JMH) was one of the first to bring this type of business structure to Connecticut. Early in the decade, Johnson Health Care, Johnson Development Fund and Wellcare joined Johnson Memorial Hospital under the Johnson Memorial Corporation umbrella. Soon after, the

organization opened Connecticut's first free-standing, hospital-affiliated outpatient surgery center, Johnson Surgery Center. In the intervening years, Johnson has continued expanding services to meet the community's needs. In September 2010, JMH emerged from Chapter 11 as an independent, community-based health care provider as it had been for nearly a century. In July of 2012, JMH and Saint Francis Care signed an Affiliation Agreement, resulting in a mutually beneficial relationship that has provided the community with a sustainable, high quality healthcare resource. As a result, JMH has experienced improved operations by all measures of financial performance.

In 2016, Johnson Memorial Hospital and the other Johnson entities became part of Trinity Health - New England, an integrated health care delivery system that is a member of Trinity Health, Livonia, MI, one of the largest multi-institutional Catholic health care delivery systems in the nation. Today, 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.

Health Needs of the Community

The CHNA conducted in 2016 identified significant health needs within the JMH community. Those needs were then prioritized based on a Community Conversation and focus groups with key stakeholders held during 2016. Significant health needs identified, in order of priority include:

<p>Healthy Behavior Change Diet & Exercise</p>	<ul style="list-style-type: none"> • 66% of JMH survey respondents are either overweight or obese • High Blood Pressure is the leading cause of hospitalization.
<p>Substance Abuse & Tobacco Use</p>	<ul style="list-style-type: none"> • Opioid use had increased significantly • 16% of CT adult smoke and youth rates are similar
<p>Access to health care</p>	<ul style="list-style-type: none"> • 23% of residents indicate postponing care due to access. • Of those 56% said that cost was a significant factor.
<p>Poverty and Employment</p>	<ul style="list-style-type: none"> • Although the population is educated, employment opportunities are limited. • 12% of residents indicated the need to participate in food pantries due to limited income for food.

Hospital Implementation Strategy

JMH 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 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 it deemed most pressing, under-addressed, and within its ability to influence. JMH will not take action on the following community needs:

- **Poverty and lack of employment opportunities.**
- **Lack of public transportation resources.**

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:	Johnson Memorial Hospital		
CHNA SIGNIFICANT HEALTH NEED:	Support for Healthy Behavior Change: Diet & Exercise		
CHNA REFERENCE PAGE:	Pages 15,17,18	PRIORITIZATION #: 2	

BRIEF DESCRIPTION OF NEED:
High rates of Obesity, Diabetes and Heart Disease are impacted significantly by behaviors. In the JMH service area 66% of residents are either overweight or obese. And high blood pressure is the most common reason for hospitalization.

GOAL:
Provide easily accessible programs that focus on healthy eating and active living behaviors that result in positive health changes.

OBJECTIVE:
Engage 60 participants in the first year of the programs and establish and on-going, sustainable process for providing the programs to those residents with the highest need.

ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:
Identify appropriate partners to provide the programs in community settings.
Develop a referral system to identify high need patients and provide high quality actionable referrals.
Invest in programs so they can be provide free of charge to patients and residents in need of these support services.

ANTICIPATED IMPACT OF THESE ACTIONS:
Better relationships with program participants.
Increase knowledge and healthy behaviors for those who complete the programs.
Improved long term health outcomes.

PLAN TO EVALUATE THE IMPACT:
Pre and post-test screening of knowledge and behavior for program participants.
In year 3 - Review of health records for up to 10% of program participants.

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:
In-Kind support for data collection and program evaluation.

COLLABORATIVE PARTNERS:
American Heart Association
Diabetes Prevention Programs

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2016 – 2019**

HOSPITAL FACILITY:	Johnson Memorial Hospital		
CHNA SIGNIFICANT HEALTH NEED:	Substance Abuse and Tobacco Use		
CHNA REFERENCE PAGE:	17	PRIORITIZATION #: 3	
BRIEF DESCRIPTION OF NEED: Tobacco Use in Connecticut is at 16%, well above the Healthy People 2020 goal of 12%. Rates among Connecticut youth are similar to adults, which highlight an opportunity to have an impact on health outcomes. Opioid use has increased significantly in the rural areas of the service area.			
GOAL: Make changes to tobacco policy at the state and local level to support tobacco cessation. Engage programs that focus on youth smoking rates Develop a set of substance abuse prevention and treatment resources.			
OBJECTIVE: Collaborate with a statewide coalition to encourage tobacco use cessation. Develop relationships with clinical leaders to improve tobacco screening and referral. Engage partners in development of resources for opioid abuse.			
ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED: Identify local resources for patients and others to access. Engage youth and others in messaging about tobacco cessation.			
ANTICIPATED IMPACT OF THESE ACTIONS: Change in legislation that makes it harder to market e-cigarettes. Improved messaging on campus about the prohibition of tobacco products of all kinds including e-cigarettes. Decreased uptake of smoking among young adults. Identification and education of providers and others about resources to address substance abuse.			
PLAN TO EVALUATE THE IMPACT: Review legislative accomplishments for the past 12 months. Identify signage changes regarding tobacco free campus. Examine rates of smoking in young adults with Data Haven support. Survey of providers and patients about knowledge of substance abuse resources.			
PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT: Changes in campus wide signage In-Kind support for resource identification			
COLLABORATIVE PARTNERS: MATCH Coalition Regional Health Ministry Sites: Johnson Memorial; Mount Sinai; Saint Mary’s; Mercy Medical Center			

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2016 – 2019**

HOSPITAL FACILITY:	Johnson Memorial Hospital		
CHNA SIGNIFICANT HEALTH NEED:	Access to Healthcare		
CHNA REFERENCE PAGE:	20	PRIORITIZATION #:	1
BRIEF DESCRIPTION OF NEED: 23% of survey participants indicated they have postponed healthcare in the past 12 months because of limited access. The most common reason cited was cost with 56% of those who said the postponed care attributing cost to the reason for doing so.			
GOAL: Work to improve understanding of healthcare costs; improve enrollment in health insurance and decrease the numbers reporting that care is postponed due to access.			
OBJECTIVE: Enroll 100 patients in health insurance or programs or screen them for financial assistance for healthcare resources. Educate providers and patients about the resources available for those with limited income.			
ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED: Partner with community agency to develop an outreach effort about health insurance resources and the importance of financial screening.			
ANTICIPATED IMPACT OF THESE ACTIONS: Improved satisfaction for patients and greater access to needed health resources. Increased stability in patient's lives.			
PLAN TO EVALUATE THE IMPACT: Survey of patient satisfaction. Measure of patient health insurance coverage.			
PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT: Coordination of financial screening resources from Saint Francis with Johnson staff. Staffing of educational programs about health resources in the community.			
COLLABORATIVE PARTNERS: Saint Francis Hospital Financial Aid Counselors ACCESS Health CT			

Adoption of Implementation Strategy

On 2-7-17 the Board of Directors for Johnson Memorial Hospital met to discuss the 2016-2019 Implementation Strategy for addressing the community health needs identified in the 2016 Community Health Needs Assessment. The Board adopted the plan and related budget and designated the chairman of the board to sign the documents for approval.



Patrick Mahon, Chairman

2, 15, 17
Date