



A Member of Trinity Health

St. Joseph's Health Hospital CHNA Implementation Strategy Fiscal Years 2020 – 2022

St. Joseph's Health Hospital (St. Joseph's) completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on 5/23/2019. St. Joseph's 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.sjhsyr.org/about-us/for-our-community/health-needs-assessment>, or printed copies are available at St. Joseph's Health Hospital, 301 Prospect Ave, Syracuse, NY 13203.

Hospital Information

Joseph's Health Hospital, located in Syracuse, NY, serves as the backbone of St. Joseph's Health, an integrated system of care. St. Joseph's primary service area covers Onondaga and Oswego counties, accounting for approximately 80% of inpatient admissions. Since approximately 67% of SJHHC's inpatient market share is attributable to Onondaga County alone, accounting for the majority of inpatients treated at the hospital, this CHNA & CHNA Implementation Plan focuses only on Onondaga County. Onondaga County is also the most significant county among the full service area because the majority of SJHHC outpatient services are located within Onondaga County. Hospital services include, but are not limited to: medical/surgical inpatient care; OB/GYN services; medical imaging; lab, and other ancillary services; primary care (primary care clinics); inpatient and extensive outpatient behavioral health services; a Certified Home Health Care Agency; a College of Nursing; a Pharmacy Residency Program and a Family Medicine Residency Program. St. Joseph's hospital-based primary care clinics (3 hospital-based clinic sites) and physician private practice locations are evolving as models of excellence in primary care, as all 9 sites have achieved Level 3 Patient Centered Medical Home Certification. The hospital-based clinics are all located within designated Health Professional Shortage Areas (HPSA) in the City of Syracuse.

Mission

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

Health Needs of the Community

The CHNA finalized on 5/23/2019 identified the significant health needs within the St. Joseph's community. Those needs were then prioritized based on a point system utilized to weight the needs raised in each data set evaluated for the CHNA. If a metric associated with a need was worse in Onondaga County vs. NY State, then a point was awarded for that need. In the qualitative/survey data, a point was awarded to a need for every time it surfaced in each respective data set (i.e. surveys, community feedback, etc). The needs with the most points (highest "weight") were prioritized. The significant health needs identified include:

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|--|---|
| 1) Prevention of Chronic Diseases | <ul style="list-style-type: none">- In Onondaga County, 63.1% of adults are overweight or obese and 33.4% are obese – both of these values are higher than the State average and higher than the 2018 Prevention Agenda goal of 23.2% for adults who are obese [CHNA, p.14].- Obesity influences several chronic diseases, including diabetes. During the "Kitchen Table Talks" sessions which were included in this CHNA's consideration of community input, Syracuse residents named diabetes as something they see making family members and neighbors sick [CHNA, p.14]. |
| 2) Tobacco Use | <ul style="list-style-type: none">- In Onondaga County 42.2% of adults with income less than \$25,000/year smoke (2016). This is greater than the NYS average of 29.3% and more than twice the full adult population rate of 18% [CHNA, p.17].- The age-adjusted death rate due to lung cancer per 100,000 (2011 – 2015) is 48.4% in Onondaga County, which is worse than the NYS average of 38.9% [CHNA, p.17]. |
| 3) Promotion of a Healthy Environment | <ul style="list-style-type: none">- A quarter of the population of Onondaga County reports as sedentary, and the number of recreation and fitness facilities steadily decreased year-over-year from .14 facilities per 1,000 population in 2008, to .12 per 1,000 in 2014 [CHNA, p.19].- The rate of low-income residents with low access to a grocery store is 3.8%, which is higher than the 2013-2018 NYS Prevention Agenda goal of 2.24% [CHNA, p.20]. |

4) Economic Stability/Poverty

- In Onondaga County, 13.7% of individuals are living in poverty, and in the City of Syracuse, 32.6% are living in poverty. In 2017, the City of Syracuse’s poverty rate was the 10th worst in the United States [CHNA, p.20].
- The percentage of households on food stamps also highlights disparities between Onondaga County and its urban core, with 13.9% in Onondaga County and 30.2% in the City of Syracuse [CHNA, p.20].

5) Prevent Mental and Substance Use Disorders

- The mental health provider rate in Onondaga County is 216 providers per 100,000, whereas the State rate is 254 [CHNA, p.21].
- In the community engagement survey conducted by the Onondaga County Health Department, mental health issues were listed as the second largest health problem in the County [CHNA, p.21].

Hospital Implementation Strategy

St. Joseph’s Health 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

St. Joseph’s Health Hospital will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following health needs:

- **Prevention of Chronic Diseases** – page 5
- **Tobacco Use** – page 7
- **Promotion of a Healthy and Safe Environment** – page 9
- **Economic Stability/Poverty** – page 11
- **Prevention of Mental and Substance Use Disorders** – page 13

Significant health needs that will not be addressed

St. Joseph’s Health 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. St. Joseph’s has not included in this plan specific action on the following health needs. These health needs surfaced during the quantitative and qualitative data assessment process, but were not scored among the highest priority needs:

- **Healthy Moms and Babies** – St. Joseph’s does not plan to directly address this particular need because among limited resources, it would be difficult to commit sufficient time and resources to a community-level initiative. St. Joseph’s will, however, support the health of moms and babies through the provision of OB/GYN and primary care services for underserved populations.
- **Housing** – St. Joseph’s does not plan to directly address this particular need because it was not prioritized as highly as the broader issue of poverty/economic instability in the community, which will be addressed in the implementation strategy.
- **Risk of Falls** – St. Joseph’s does not plan to directly address this particular need because it did not score as one of the highest community- level priorities. St. Joseph’s will, however, continue to identify opportunities to reduce falls risks among those served by St. Joseph’s in both inpatient and outpatient settings.

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.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2020 - 2022

| | | | |
|--------------------------------------|-------------------------------|--------------------------|---|
| Hospital facility: | St. Joseph's Health Hospital | | |
| CHNA significant health need: | Prevention of Chronic Disease | | |
| CHNA reference page: | p.13 | Prioritization #: | 1 |

Brief description of need:

Chronic diseases, such as cancer, diabetes, and heart disease, are a leading cause of premature death (death under age 65). In Onondaga County, the premature death rate is 24%, which is higher than the NY State value (exclusive of NYC) at 22.4%, higher than the 2018 Prevention Agenda goal of 21.8%, higher than the prior value of 22.3%, and trending upward [CHNA, p.15]. Obesity is a major contributing factor to the onset of chronic disease. In Onondaga County, 63.1% of adults are overweight or obese and 33.4% are obese – both of these values are higher than the State average and higher than the 2018 Prevention Agenda goal of 23.2% for adults who are obese [CHNA, p.16].

Goal: Reduce the prevalence of obesity among adults and children in Onondaga County.

SMART Objective(s):

- Decrease the percentage of children reported as overweight or obese in the Syracuse City School District by 5% over three years [NYS Student Weight Status Category Reporting System].
- Decrease the rate of hospitalizations for short-term complications of diabetes per 10,000 age 18+ by 20% in three years [CHNA, p.14].

Actions the hospital facility intends to take to address the health need:

| Strategies | Timeline | | | Committed Resources | Potential Partners |
|---|----------|----|----|---|--|
| | Y1 | Y2 | Y3 | | |
| Support and grow the American Heart Association's Growing Healthy Hearts program within Syracuse City Schools | X | X | X | Staff time, financial support | American Heart Assoc., Onondaga County Health Dept., Syracuse Parks, TCI Syracuse. |
| Implement healthy vending policies and promote among other employers in Onondaga County | X | X | | Staff time | Onondaga County Health Dept., Vending Provider, other employers |
| Screen patients for BMI, document a plan of care for abnormal BMI, and refer eligible St. Joseph's | X | X | X | Staff time, potential financial support for weight management programming | YMCA of Greater Syracuse, Syracuse University, St. |

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| patients to programs to promote maintenance of healthy weight (Diabetes Prevention Program, medical nutrition therapy, etc). | | | | | Joseph's outpatient practices |
| Implement a Faith Community Nursing program to build additional capacity in the community to support health and wellness (i.e. diabetes prevention, controlled hypertension, healthy eating, etc). | X | X | X | Staff time, grant and organizational financial support | Faith communities across Onondaga County; community-based organizations; healthcare providers |
| Provide primary care services for adults and children in underserved populations | X | X | X | Organizational financial support, staff time | Community-based organizations, Health Home |

Anticipated impact of these actions:

| CHNA Impact Measures | CHNA Baseline | Target |
|---|---------------|--------|
| Percentage of children reported as overweight or obese in the Syracuse City School District | 37.7% | 35.8% |
| Rate of hospitalizations for short-term complications of diabetes per 10,000 age 18+ | 9.1 | 7.3 |

Plan to evaluate the impact:

The number of total students and family members impacted by the Growing Healthy Hearts initiative will be measured monthly and totaled at the end of each year. The number of employees impacted by changes to vending policies will be measured with each employer's adoption of healthy vending policies (beginning with St. Joseph's). The number of individuals touched by the faith community nursing program will be tracked monthly (i.e. 1-1 visits, health fair participants, etc). The number of patients screened for BMI, the number of patients with abnormal BMI who have a documented plan of care, and the number of referred patients to programs to maintain healthy weight will all be tracked. Last, the number of patients served by primary care clinics will be tracked, along with key preventive screening metrics (i.e. blood pressure, blood sugar, etc).

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2020 - 2022

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|--------------------------------------|------------------------------|--------------------------|---|
| Hospital facility: | St. Joseph's Health Hospital | | |
| CHNA significant health need: | Tobacco Use | | |
| CHNA reference page: | p.17 | Prioritization #: | 2 |

Brief description of need:

Risk factors for four out of the five leading causes of premature death (before age 75) in Onondaga County are increased by the incidence of smoking: cancer, heart disease, chronic lower respiratory disease (CLRD), and stroke. Several health indicators for smoking were higher in Onondaga County than New York State, such as the age-adjusted death rate due to lung cancer per 100,000, which was 48.4 in Onondaga County vs. 38.9 in NYS. Further, significant disparities in tobacco use and tobacco-related disease arise by geography (City of Syracuse vs. Onondaga County) and by race. Last, after a steady drop in the use of tobacco products among high school students between 2000 – 2014, recent data reflects a rapid increase between 2014 – 2018, correlated with the introduction of e-cigarettes in the marketplace.

Goal: Reduce the prevalence of tobacco use in Onondaga County.

SMART Objective(s):

- Over three years, contribute to a 20% reduction in reported vaping use among NYS high school students [CHNA, p.19]
- Over three years, decrease the number of Onondaga County adults using e-cigarettes by 10% [EBRFSS 2016].

Actions the hospital facility intends to take to address the health need:

| Strategies | Timeline | | | Committed Resources | Potential Partners |
|--|----------|----|----|---------------------|---|
| | Y1 | Y2 | Y3 | | |
| Advocate for stronger tobacco-free policies through the Tobacco Action Coalition of Onondaga County (TACO). This includes but is not limited to tobacco-free outdoor air spaces, tobacco marketing restrictions, and point-of-sale policies within the City of Syracuse and Onondaga County. | X | X | X | Staff time | All members of the Tobacco Action Coalition of Onondaga County; Campaign for Tobacco-Free Kids. |

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| Advocate for a ban on candy-flavored tobacco products in NYS. | X | X | X | Staff time | Members of Trinity Health in NYS (i.e. St. Peter's Health Partners); aligned advocacy organizations (i.e. American Heart Association). |
| Screen patients for tobacco use, document cessation intervention for tobacco users, and refer eligible St. Joseph's patients to programs to available tobacco cessation interventions (i.e. NYS Smoker's Quitline, other cessation program, etc.) | X | X | X | Staff time, potential financial resources to support promotion of available cessation programs. | St. Joseph's outpatient practices |

Anticipated impact of these actions:

| CHNA Impact Measures | CHNA Baseline | Target |
|--|---------------|--------|
| Vaping use rate among NYS high school students | 27.4% | 21.9% |
| Onondaga County adults using e-cigarettes | 6.9% | 6.2% |

Plan to evaluate the impact:

The number of policy and systems changes enacted to build a stronger tobacco-free community will be tracked. Further, the estimated number of community members impacted by respective changes will be tracked with each initiative. Last, the number of patients screened for tobacco use, the number of patients who use tobacco and have received a cessation intervention, and the number of referred patients to programs to cessation programs will all be tracked.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2020 - 2022**

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|--------------------------------------|------------------------------------|--------------------------|---|
| Hospital facility: | St. Joseph's Health Hospital | | |
| CHNA significant health need: | Promotion of a Healthy Environment | | |
| CHNA reference page: | p.19 | Prioritization #: | 3 |

Brief description of need:

Access to healthy food supports healthy eating patterns and can help lower the risk of obesity, diabetes, and chronic diseases. Several indicators highlight the need to prioritize access to healthy food in Onondaga County: Fast food restaurant density is 0.91 restaurants per 1,000 population, which puts the County in the worst 25% of NY State counties. The rate of low-income residents with low access to a grocery store is 3.8%, which is higher than the 2013-2018 Prevention Agenda goal of 2.24%, and the Near Westside of Syracuse, one of the most economically challenged communities in the nation, lost two neighborhood grocery stores, one in 2017 and one in 2018. Last, 25% of the Onondaga County population is reported as sedentary, and between 2008 to 2014, the number of recreation and fitness facilities decreased from .14 per 1,000 population to .12

Goal: Increase access to healthy food and safe spaces for recreation.

SMART Objective(s):

- Decrease the child food insecurity rate in Onondaga County by 5% over three years [CHNA, p.20].
- Over three years, decrease by 15% the number of sedentary residents of Onondaga County [CHNA, p.19].

Actions the hospital facility intends to take to address the health need:

| Strategies | Timeline | | | Committed Resources | Potential Partners |
|---|----------|----|----|---------------------|---|
| | Y1 | Y2 | Y3 | | |
| Advocate for policies and programs which will improve access to healthy foods in Onondaga County (American Heart Community Action Coalition; Onondaga County Food Policy Council) | X | X | X | Staff time | American Heart Association, Food Policy Council Members |

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| Support the establishment of a women's wellness space on the Northside of the City of Syracuse | X | X | X | Staff time; financial support from grants | YMCA of Greater Syracuse; CenterState CEO; Onondaga County Health Department; Northside Steering Committee (coalition of Northside CBOs). |
| Continue operation of a food pantry to increase accessibility to food for underserved patients. | X | X | X | Staff time; potential organizational & grant financial support | Food Bank of CNY |

Anticipated impact of these actions:

| CHNA Impact Measures | CHNA Baseline | Target |
|---|---------------|--------|
| Child food insecurity rate in Onondaga County | 18.3% | 17.4% |
| Onondaga County residents who are sedentary | 25% | 21.3% |

Plan to evaluate the impact:

The number of policy and systems changes enacted to promote access to healthy foods in Onondaga County will be tracked. Further, the estimated number of community members impacted by respective policy/systems changes will be tracked with each initiative. The number of community members accessing the new women's wellness space will be tracked, as will the number of Health Home clients who are able to access food through the on-site food pantry.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2020 - 2022

| | | | |
|--------------------------------------|------------------------------|--------------------------|---|
| Hospital facility: | St. Joseph's Health Hospital | | |
| CHNA significant health need: | Economic Stability/Poverty | | |
| CHNA reference page: | p.20 | Prioritization #: | 4 |

Brief description of need:

“Medical care is estimated to account for only 10-20 percent of the modifiable contributors to healthy outcomes for a population. The other 80 to 90 percent are sometimes broadly called the SDoH [social determinants of health]...” [CHNA, p.20]. The economic opportunities that a person has is one of the social determinants, or influencers, of health that can account for how healthy or unhealthy that person is/able to be. In Onondaga County, 13.7% of individuals are living in poverty, and in the City of Syracuse, 32.6% are living in poverty. In 2017, the City of Syracuse's poverty rate was the 10th worst in the United States. In addition, Life Needs Assessment responses, which were included in the CHNA's qualitative assessment sources, indicated that 26.1% do not have enough money to meet needs/pay bills and 25.6% do not have a stable full-time job.

Goal: Reduce the prevalence of poverty in the City of Syracuse in particular, which is the urban core of Onondaga County.

SMART Objective(s):

- Decrease the annual average rate of unemployment by 5% in the City of Syracuse over three years [CHNA, p.20].
- Over three years, decrease the percentage of Life Needs Assessment [CHNA, p.20] respondents who report that they “do not have a stable full-time job” by 5%.

Actions the hospital facility intends to take to address the health need:

| Strategies | Timeline | | | Committed Resources | Potential Partners |
|---|----------|----|----|-------------------------------|--|
| | Y1 | Y2 | Y3 | | |
| Increase number of referrals to supportive employment/job training programs for eligible unemployed patients. | X | X | X | Staff time | Internal stakeholders in clinical and care coordination settings; local job training programs |
| Develop local hiring strategies at St. Joseph's through partnership(s) with job training programs | X | X | X | Staff time; financial support | Internal stakeholders in operations and leadership from human resources; local job training programs |

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| Develop community capacity to support increased accessibility to employment (i.e. access to more training opportunities, childcare, etc). | X | X | X | Staff time; financial support | Internal stakeholders; other community leaders in healthcare; service providers; community members |
|---|---|---|---|-------------------------------|--|

Anticipated impact of these actions:

| CHNA Impact Measures | CHNA Baseline | Target |
|--|---------------|--------|
| Annual average rate of unemployment in the City of Syracuse | 12.5% | 11.88% |
| Percentage of Life Needs Assessment respondents who report that they “do not have a stable full-time job | 25.6% | 24.3% |

Plan to evaluate the impact:

Will measure monthly the number of patients referred to supportive employment/job training programs. Will develop a tool to measure the number of St. Joseph’s employees hired through new “local hiring” strategies, and will track the number of community members accessing new training programs and/or resources which help facilitate access to employment opportunities.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2020 - 2022

| | | | |
|--------------------------------------|--|--------------------------|---|
| Hospital facility: | St. Joseph's Health Hospital | | |
| CHNA significant health need: | Prevention of Mental and Substance Use Disorders | | |
| CHNA reference page: | p.20 | Prioritization #: | 5 |

Brief description of need:

In Onondaga County, 11.3% of adults stated that they experienced frequent mental distress (includes stress, depression, and problems with emotions) for 14 or more of the past 30 days, as compared to 10.8% for the State. The County age-adjusted emergency room rate and hospitalization rate due to suicide and intentional self-inflicted injury is 34.2 ER visits per 10,000 population (18+ years of age) and 39.2 hospitalizations. These are much higher than the rates of 18.8 ER visits and 25.5 hospitalizations for New York State. The County mental health provider rate is 216 providers per 100,000, whereas the State rate is 254. In addition to the many quantitative metrics pointing to mental health needs in Onondaga County within the CHNA, in the community engagement survey conducted by the Onondaga County Health Department for the 2016-2018 Community Health Improvement Plan, Onondaga County residents reported that mental health issues were perceived as the second largest health problem in the County.

Goal: Reduce the prevalence of suicide and substance abuse in Onondaga County.

SMART Objective(s):

- Decrease the suicide death rate in Onondaga County by 20%* at the end of five years; Zero Suicide Grant in Onondaga County runs 2018 – 2022 [suicide data CHNA, p.21].
- Decrease the number of total opioid deaths in Onondaga County by 15% over three years [CHNA, p.21].

*20% reduction target noted by the New York State Suicide Prevention Director: <https://www.wrvo.org/post/new-york-state-test-zero-suicide-model-onondaga-county>

Actions the hospital facility intends to take to address the health need:

| Strategies | Timeline | | | Committed Resources | Potential Partners |
|---|----------|----|----|-----------------------------|---|
| | Y1 | Y2 | Y3 | | |
| Implement years 3-5 of a five year grant to establish the Zero Suicide program at St. Joseph's Health, including but not limited to roll-out of: standardized suicide assessments; standardized safety plans; and post-discharge follow-up calls. | X | X | X | Staff time; grant resources | St. Joseph's primary care and behavioral health providers; Contact Community Services |

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| Establish partnerships with substance abuse rehabilitative programs to increase patient access to opioid treatment | X | X | X | Staff time | Community-based rehabilitative service providers |
| Provision of adult and children's outpatient mental health services for underserved populations | X | X | X | Staff time, financial resources | |
| Provision of the regional Comprehensive Psychiatric Emergency Program (CPEP) | X | X | X | Staff time, financial resources | |

Anticipated impact of these actions:

| CHNA Impact Measures | CHNA Baseline | Target |
|---|---------------|--------|
| Number of suicide deaths in Onondaga County per 100,000 | 10.2 | 8.16 |
| Total number of opioid deaths in Onondaga County | 75 | 64 |

Plan to evaluate the impact:

Within the Zero Suicide framework, the number of standardized screenings conducted, the safety planning intervention rate, and the number of structured follow-up calls made, among many other metrics, will all be tracked on a monthly basis. The number of referrals made to substance abuse rehabilitative programs will be tracked. To ensure that St. Joseph's is maintaining or increasing the level of services provided for vulnerable populations in the community, the number of adult and children's outpatient mental health services will be tracked as well as the number of CPEP visits.

Adoption of Implementation Strategy

On September 26, 2019, the Board of Directors for St. Joseph's Health Hospital met to discuss the FY20-FY22 Implementation Strategy for addressing the community health needs identified in the FY20-FY22 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy.



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