

**Fiscal Years FY23-25**

# **Community Health Needs Assessment (CHNA) Implementation Strategy**



St. Joseph's Health completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on April 28, 2023. St. Joseph's Health 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 influencers 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 [www.sjhsyr.org/assets/documents/community-health/sjny-e04424-2303-sjh-community-health-needs-assessment-jb\\_final\\_combined.pdf](http://www.sjhsyr.org/assets/documents/community-health/sjny-e04424-2303-sjh-community-health-needs-assessment-jb_final_combined.pdf) or printed copies are available at: St. Joseph's Health Hospital, 301 Prospect Ave., Syracuse, NY 13203

## Our 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.

## Our Hospitals



ST. JOSEPH'S  
HEALTH  
A Member of Trinity Health

### FAST FACTS

Fiscal Year 2022  
(July 1, 2021 – June 30, 2022)

**REVENUE**  
Total Revenue: **675,000,000**



**PATIENT VOLUMES**  
 Inpatient Discharges: **19,850**  
 Outpatient Encounters: **787,576**  
 ED Visits: **53,378**  
 Medical Group Visits: **561,238**  
 Total Surgeries: **14,699**  
 Babies Delivered: **1,855**  
 Wound Care Visits: **11,640**



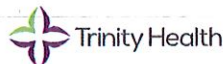
**STAFF**  
Total Employees: **4,169**

St. Joseph's Hospital  
 301 Prospect Ave.  
 Syracuse, NY 13203  
 315-448-5111  
**Resource Line:**  
 315-703-2138 or  
 1-888-STJOES1  
[sjhsyr.org](http://sjhsyr.org)

### Who We Are

St. Joseph's Health is a regional non-profit health care system based in Syracuse, NY, and has been an innovative leader in health care since our founding in 1869 as the first hospital open to the public in the city of Syracuse.

- St. Joseph's Health Hospital is a Magnet<sup>®</sup>-recognized hospital.
- St. Joseph's Physicians is comprised of more than 630 physicians and advanced practitioners offering primary, specialty, and home care services throughout 16 counties in central New York and northern Pennsylvania.
- Our ability to collaborate with community partners advances the well-being of the communities we serve through an expanding range of services to ensure our patients achieve optimum long-term health.
- St. Joseph's Health is a member of Trinity Health, one of the nation's largest Catholic health systems operating in 26 states.



All members of Trinity Health share the same Mission and Core Values.

### OUR 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.

### OUR CORE VALUES

Safety	Commitment to Those Who are Poor	Reverence
Justice	Stewardship	Integrity

### Recognitions

- U.S. News & World Report Best Regional Hospital (eight consecutive years), No. 1 in Syracuse Metro, No. 17 in NYS with 12 high-performing designations
- St. Joseph's Hospital is a Magnet<sup>®</sup>-designated organization (for the fourth consecutive time)
- Named America's 50 Best for Cardiac Surgery and America's 100 Best for Spine Surgery by Healthgrades
- Three Stars from the Society of Thoracic Surgeons for Coronary Artery Bypass, Aortic Valve Replacement, and Mitral Valve Replacement
- Baby-Friendly designation from Baby-Friendly USA



Scan this QR code to view all our recognitions and accreditations.

## Our Community Based Services

St. Joseph's Health Hospital serves as the backbone of this integrated system. 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 (2 hospital-based clinic sites) and physician private practice locations are evolving as models of excellence in primary care, with all 9 sites having achieved Patient Centered Medical Home Certification. The hospital-based clinics are all located within designated Health Professional Shortage Areas (HPSA) in the City of Syracuse.

St. Joseph's continuum of care also includes: Concordia Healthcare Network, a super-clinically integrated network (CIN) in partnership with Ascension Lourdes Hospital in Binghamton, Family Health Network in Cortland, and St. Peter's CIN in Albany (Innovative Health Alliance of New York); participation in a Track 3 MSSP ACO; participation in a New York State Medicaid Value-Based Payment program; and designation as a lead Health Home serving Onondaga, Oswego, Madison, Cayuga, and Cortland Counties.

The System of Care map below outlines each of the health facilities and services operated fully or in part by the entities within the St. Joseph's Health system, with Onondaga County highlighted in white. While the hospital, one entity within St. Joseph's Health, operates several outpatient services reflected on the map, the diagram is inclusive of all St. Joseph's Health system services. From this list, Syracuse, Baldwinsville, Camillus, Cicero, East Syracuse, Fayetteville, and Liverpool are all located within Onondaga County.

## ST. JOSEPH'S HEALTH SYSTEM OF CARE

### • SYRACUSE

St. Joseph's Health Hospital  
Behavioral Health Services  
CNY Infusion Services JV  
Comprehensive Psychiatric Emergency Program  
Dental Residency Clinic  
Dialysis Center – Regional JV  
Family Medicine Residency Program  
Iroquois Nursing Home JV  
Laboratory Alliance of Central New York, LLC JV  
Maternal Fetal Medicine (URMC) ▲  
Primary Care Center, Main Campus P  
Primary Care Center, West P  
St. Joseph's Care Coordination Network (Health Home)  
St. Joseph's College of Nursing  
St. Joseph's Health Cardiac Surgery  
St. Joseph's Health Cardiovascular Institute  
St. Joseph's Health Endocrinology  
St. Joseph's Health Foundation  
St. Joseph's Health Internal Medicine  
St. Joseph's Imaging Associates JV  
Vascular Surgeons of CNY, PLLC ▲

### • AUBURN

Internal Medicine Associates ▲  
St. Joseph's Health Women's Health  
St. Joseph's Imaging Associates JV

### • BALDWINSVILLE

St. Joseph's Imaging Associates JV

### • CAMILLUS

Dialysis Center JV  
St. Joseph's Health Cardiovascular Institute  
St. Joseph's Health Medical Center Camillus P  
St. Joseph's Health Neurology  
St. Joseph's Health Orthopedics  
St. Joseph's Imaging Associates JV  
St. Joseph's Physicians Primary Care

### • CAZENOVIA

St. Joseph's Physicians Primary Care P

### • CICERO

St. Joseph's Physicians Primary Care P ▲

### • CORTLAND

Dialysis Center JV  
St. Joseph's Imaging Associates JV

### • EAST SYRACUSE (BRITTONFIELD)

CNY Family Care P ▲  
St. Joseph's Health Cardiovascular Institute  
Heart Failure Clinic

### • FAYETTEVILLE (NORTHEAST MEDICAL CENTER)

Behavioral Health Services  
Center for Wound Care and Hyperbaric Medicine  
Dialysis Center – Northeast JV  
St. Joseph's Imaging Associates JV  
St. Joseph's Health Breast Care and Surgery  
St. Joseph's Health Cardiovascular Institute  
St. Joseph's Health ENT  
St. Joseph's Health Surgery Center Northeast  
St. Joseph's Health Surgical Services  
St. Joseph's Physicians Primary Care P  
St. Joseph's Physical Medicine and Rehabilitation

### • FULTON

St. Joseph's Imaging Associates JV

### • GOVENEUR

St. Joseph's Health Cardiovascular Institute

### • LIVERPOOL (NORTH MEDICAL CENTER)

Behavioral Health Services  
Certified Home Health Care Agency  
CNY Regional Center for Tobacco Health Systems at St. Joseph's Health  
PET/CT JV  
PROS Recovery Community  
SJH Cardiology Associates ▲  
St. Joseph's Health Cardiac/Pulmonary Rehab  
St. Joseph's Health Neurosurgery  
St. Joseph's Health Sleep Lab  
St. Joseph's Health Surgical Services  
St. Joseph's Imaging Associates JV  
St. Joseph's LINK  
St. Joseph's Physicians Primary Care P

### • LOWVILLE

Lewis County Primary Care Network ▲

### • OSWEGO

SJH Cardiology Associates ▲  
St. Joseph's Imaging Associates JV

### • PULASKI

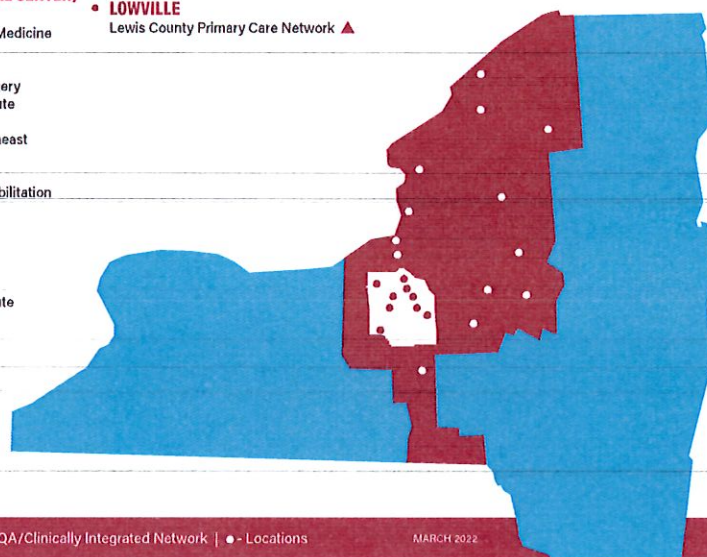
St. Joseph's Health Cardiovascular Institute

### • ROME

Rome Memorial Hospital ★  
St. Joseph's Health Cardiovascular Institute

### • WATERTOWN

St. Joseph's Health Cardiovascular Institute



KEY ★ - St. Joseph's Affiliate | P - Primary Care | JV - Joint Venture | ▲ - Participant in ACQA/Clinically Integrated Network | • - Locations

MARCH 2022

## SERVICES PROVIDED

St. Joseph's Health Hospital serves as the backbone of this integrated system. 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 (2 hospital-based clinic sites) and physician private practice locations are evolving as models of excellence in primary care, with all 9 sites having achieved Patient Centered Medical Home

Certification. The hospital-based clinics are all located within designated Health Professional Shortage Areas (HPSA) in the City of Syracuse.

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# Trinity Health's Promise: What We Must Deliver

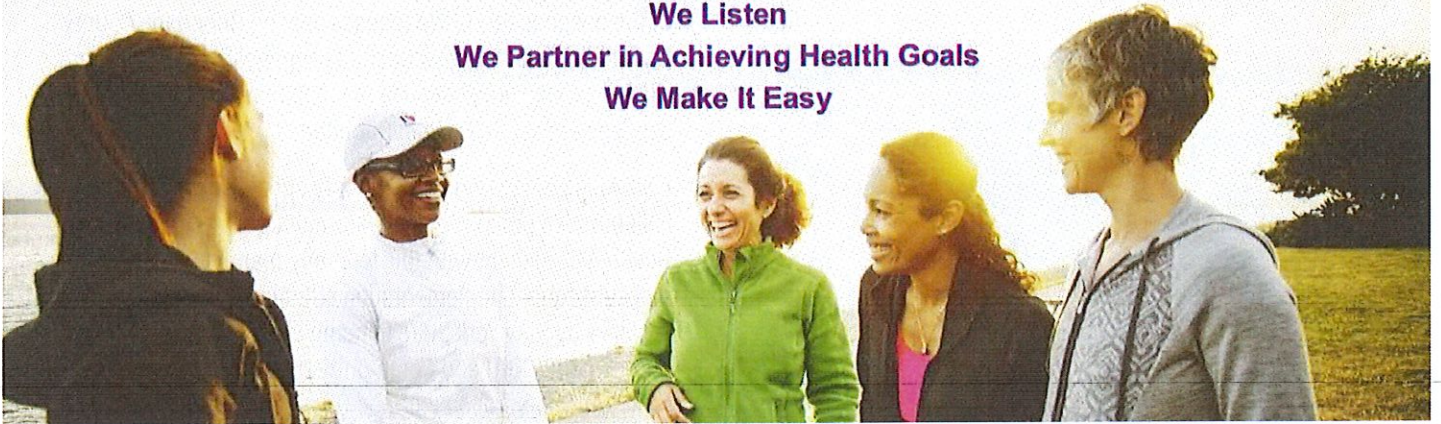
Trinity Health is a Catholic, **mission-driven health organization** that provides comprehensive and coordinated **health and well-being services** through a **network of organizations and partnerships** for our members - colleagues, physicians and people in communities - across the United States.

Trinity Health provides care for *all* in body, mind and spirit, demonstrating that:

**We Listen**

**We Partner in Achieving Health Goals**

**We Make It Easy**



## Our Culture



### Our 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
- Commitment to Those Who are Poor
- Safety
- Justice
- Stewardship
- Integrity



### Our Vision

We will be the most trusted health partner for life.



### Our Actions

As a Trinity Health colleague, I will:

- Listen to understand.
- Learn continuously.
- Keep it simple.
- Create Solutions.
- Deliver outstanding service.
- Own and speak up for safety.
- Expect, embrace and initiate change.
- Demonstrate exceptional teamwork.
- Trust and assume goodness of intentions.
- Hold myself and others accountable for results.
- Communicate directly with respect and honesty.
- Serve every person with empathy, dignity and compassion.
- Champion diversity, equity and inclusion.



### Our Promise

**We Listen.**  
**We Partner.**  
**We Make it Easy.**

As a member of Trinity Health, St. Joseph's Health Community Health & Well-Being (CHWB) strategy promotes optimal health for those who are poor and vulnerable and the communities we serve by connecting social and clinical care, addressing social needs, dismantling systemic racism, and reducing health inequities. We do this by:

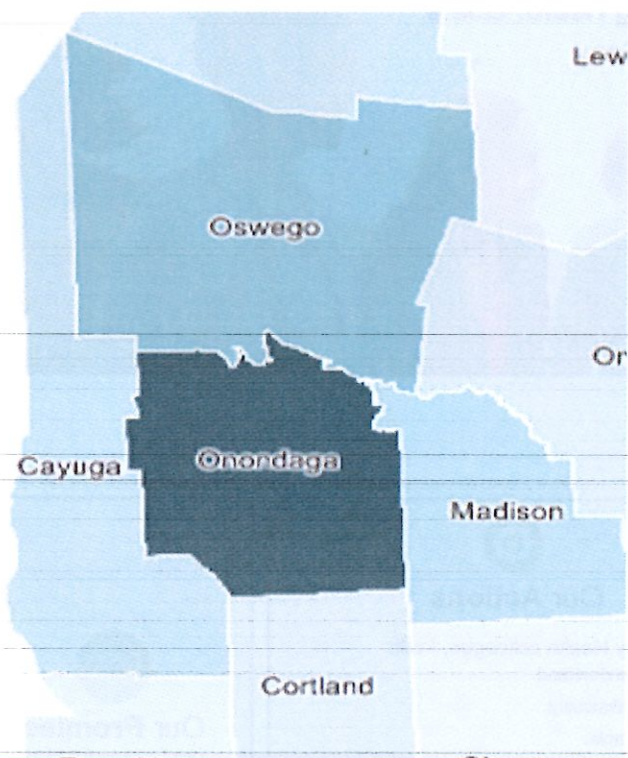
- Investing in our communities.
- Delivering outstanding care for those who are poor and vulnerable.
- Impacting social influencers of health.

St. Joseph's Health Hospital reinvests in communities through financial support, screenings, education, and research.

# Our Community

## GEOGRAPHIC AREA SERVED

St. Joseph's primary service area covers Onondaga and Oswego counties, accounting for approximately 76% of inpatient admissions to St. Joseph's Health Hospital combined.



Source: TRUVEN Health [Analytics](#) 01/01/2019 – 12/31/2019

## CHNA GEOGRAPHY

This CHNA will focus specifically on Onondaga County, NY. St. Joseph's Health is located in the City of Syracuse, NY, which is located within Onondaga County. Since approximately 64% of SJHHC's inpatient market share is attributable to Onondaga County alone, accounting for the majority of inpatients treated at the hospital, this CHNA 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.

Last, focusing on Onondaga County specifically aligns the collaborative process of the state-mandated Community Health Assessment with this federally-mandated CHNA and subsequent implementation strategy. St. Joseph's is required by New York State to complete a Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) in collaboration with the Onondaga County Health Department and the other hospitals within Onondaga County, Crouse Hospital and Upstate Medical University Hospital. Similar to the CHNA, the CHA/CHIP is a community health assessment and planning process, focused on primary/secondary disease prevention, promoting access to quality health care services, and eliminating health care disparities. Focusing on Onondaga County specifically aligns the collaborative process of the CHA/CHIP with this CHNA process and implementation strategy.



Source: OCHD Division of Community Health

## POPULATION DEMOGRAPHICS

Onondaga County is home to one city, the City of Syracuse, which is centrally located within Onondaga County. Syracuse accounts for approximately 30% of Onondaga County's total population of 473,236, and is an urban hub for numerous Onondaga County businesses, including St. Joseph's Health Hospital.

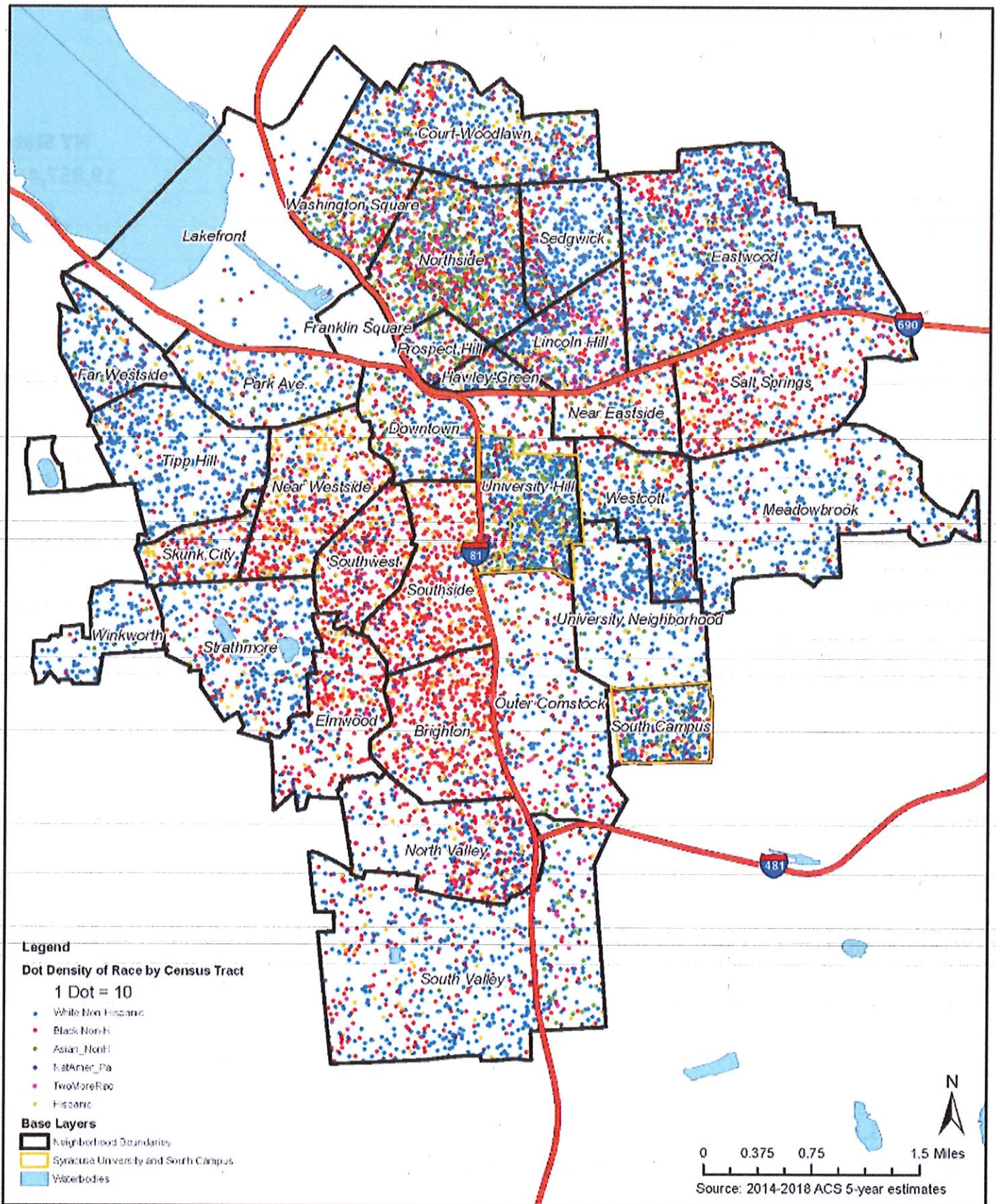
	Syracuse	Onondaga County	NY State
<b>Total Population Size</b>	146,103	473,236	19,857,492
<b>Gender</b>			
Male	48%	49%	49%
Female	52%	51%	51%
<b>Race</b>			
White	53%	80%	69%
Black/african American	29%	12%	18%
American Indian/Alaska Native	1%	1%	1%
Asian	7%	4%	9%
Native Hawaiian/Pacific Islander		<1%	<1%
Two or more Races	7%	3%	3%
<b>Education</b>			
High School Graduate or Higher	84%	91%	87%
Bachelor's Degree or Higher	29%	37%	38%
<b>Employment and Income</b>			
In Civilian Labor Force	63%	56%	62%
Median Household Income	\$40,490	\$66,012	\$75,157
Persons in Poverty	30%	14%	14%
<b>Health</b>			
With a Disability	13%	10%	8%
Persons without Health Insurance	5%	6%	5%
<b>Housing</b>			
Housing Units		211,699	8,531,063
Owner Occupied Housing Unit Rate	40%	65%	54%
Living in Same House as 1 Year Ago	77%	86%	90%

Demographics: Syracuse, Onondaga County & New York State

Source: U.S. Census Bureau, American Community Survey

<https://www.census.gov/quickfacts/fact/table/ny.us/PST045218>

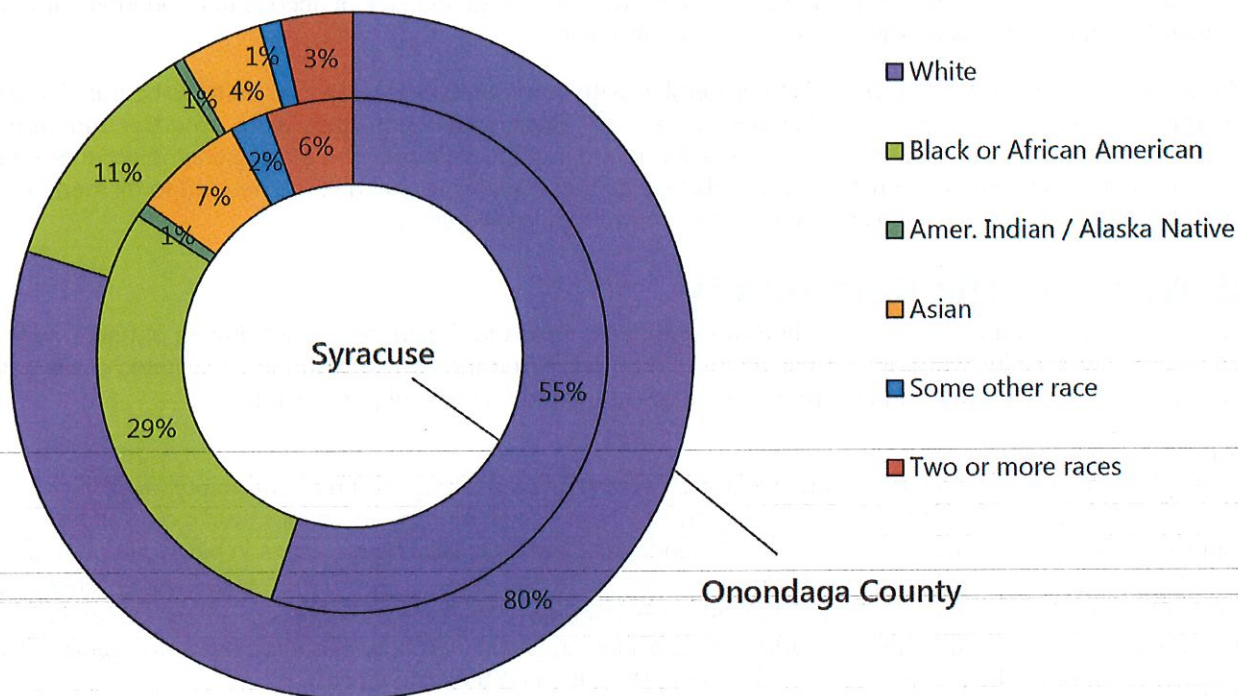
# 2018 Population by Race in Syracuse, NY



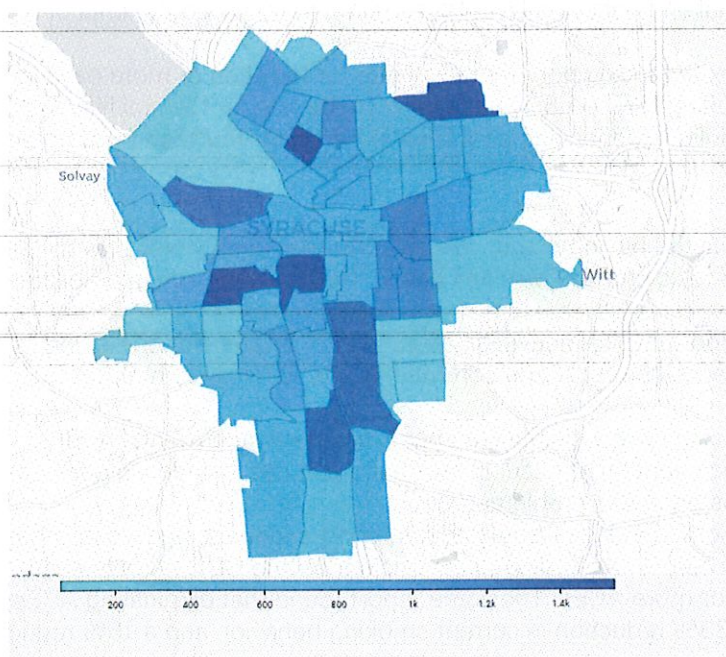


The racial composition of Onondaga County's population is predominantly white, though there is a higher proportion of black/African Americans, Asians, and individuals reported as two or more races living in the City of Syracuse compared to the rest of Onondaga County. The graphic below reflects the differences in racial diversity between the city of Syracuse and Onondaga County as a whole.

*Population by race, Onondaga County and Syracuse*



Source: U.S. Census Bureau, American Community Survey, 2013-2017



There are higher rates of concentrated poverty in the City of Syracuse vs. Onondaga County, with 30% of Syracuse residents living in poverty compared to 14% of those in Onondaga County overall. Syracuse has one of the highest poverty ratings among cities of the United States according to ACS 5 Year Estimates, 2019. Two out of every five students in Syracuse city schools live in poverty.

**Population Below the Poverty Line**

Source: <https://pro.cnyvitals.org/profile/syracuse#poverty-map>

## 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 CHNA conducted throughout 2022 identified the significant needs for health and social drivers of health within the Onondaga County community. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified, in order of priority include:

### 1. Substance use disorders

- Substance use disorders (SUD) have negative impacts on an individual, family, and community level.
- The effects of SUD significantly contribute to costly social, physical, mental, and public health challenges.
- Substance use disorders remain a challenge in Onondaga County. Opioid use disorders in particular continue to impact Onondaga County residents, as is also seen at the State and national level. Onondaga County fares worse than NYS excluding NYC for many opioid related indicators. Emergency department visit for opioid overdoses in Onondaga County 59.4 per 100,000 and 55.3 per 100,000 in NYS excluding NYC; and hospitalization rates for opioid overdoses in Onondaga County is 18.0 per 100,000 and 13.7 per 100,000 in NYS excluding NYC.
- There was a decrease in unintended opioid related deaths in Onondaga County between 2016-2019, however, since then, there has been an increase in unintended opioid-related deaths.

### 2. Mental health conditions

- Mental and emotional well-being is a key aspect of overall health.
- It is important to identify and treat mental, emotional and behavioral (MEB) disorders to minimize the impact on individuals, families and communities.
- Within Onondaga County, 13.6% of adults report experiencing poor mental health for fourteen or more days in the last month. This is higher than the rate for NYS excluding NYC (11.8%) but similar to the rate for Central New York (13.8%). Syracuse has higher rates with 18.0% of adults experiencing poor mental health for fourteen or more days in the last month.

### 3. Trauma and violence

- The health of a community can be significantly impacted by crime and violence. Not only does violent crime cause injury and death, but exposure to violence can cause toxic stress which has been linked to many adverse health outcomes.
- Residents may also be less likely to engage in outdoor physical activity in areas with high levels of crime and violence. Crime and violence can also lead to financial divestment from communities, which may contribute to decreased property values and increases in poverty.
- Trauma and adverse childhood experiences (ACEs) can have a significant impact on health and mental health outcomes. ACEs are defined as "potentially traumatic events that occur in childhood and can include violence, abuse, and growing up in a family with mental health or substance use problems.
- Baseline data from the NYSDOH show that 38.1% of Onondaga County adults report experiencing two or more ACEs, which is higher than the statewide average of 35.6%. According to an article from the CDC, females and people of color are at greater risk for experiencing 4 or more ACEs. The same report found that eliminating ACEs could result in a 44% reduction in depressive disorders, a 33% reduction in current smoking behavior, and a 15% reduction in unemployment.

#### 4. Access to health care

- Access to healthcare services is essential for promoting and maintaining good health as well as preventing or managing disease.
- Various factors may impact access to care including health insurance status, having a primary care provider or medical home, cost of health care services, transportation, and language barriers.
- Prior experiences with the healthcare system can also impact whether individuals are likely to seek care.
- In Onondaga County, 84.7% of adults report having a regular health care provider; this is higher than the rate for NYS excluding NYC (82.0%). Additionally, within the last year, 82.6% of Onondaga County adults between 18 and 64 years old saw a doctor for a routine checkup, and 76.0% of adults reported having a dentist visit within the past year.

#### 5. The Health of Women Infants and Children

- Protecting the health of women, infants and children is essential in supporting the current and future health of the community.
- Racial and ethnic disparities in maternal and infant health remain a challenge in Onondaga County, especially for preterm birth, low birth weight, breastfeeding, and infant mortality. The rates for Black mothers and infants are far worse for these indicators than among White mothers and infants. Additionally, Hispanic mothers and infants experience worse outcomes for many of the same indicators.
- The COVID-19 pandemic has worsened maternal health outcomes in the country as well as increased racial and ethnic maternal health disparities.
- A growing number of women are struggling with substance use both during their pregnancy and as parents.
- Onondaga County has persistently low rates of infants and toddlers receiving developmental screenings as well as access to integrated healthcare.
- Food insecurity in Onondaga County continues to disproportionately affect children and families with young children, especially within the city of Syracuse. High levels of poverty affect children and female headed households, especially in the City of Syracuse.
- A lack of awareness about available resources in the community, combined with the difficulty in navigating the complex system of services can impede access to programs that address social determinants of health.
- Program participants have expressed the need for respectful, individualized, patient-centered, accessible, quality health care.

## Hospital Implementation Strategy

### Significant health needs to be addressed

St. Joseph's Health in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following needs:

1. **The Health of Women, Infants and Children** – CHNA pages 109-118; 143-144
2. **Mental Health and Substance Use Disorders** – CHNA pages 93-98; 143-144.

### Significant health needs that will not be addressed

St. Joseph's Health acknowledges the wide range of priority health and social issues that emerged from the CHNA process and determined that it could effectively focus on only those needs which are the most pressing, under-addressed and within its ability to influence. St. Joseph's Health does not intend to address the following needs:

- **Trauma and Violence** – St. Joseph's does not plan to directly address this particular need independently as it was not prioritized as highly as the broader issues of substance abuse and mental health disorders and it will be addressed within the context of The Health of Women, Infants and Children as well as within the context of Mental Health and Substance Use Disorder.
- **Access to Care** – St. Joseph's does not plan to directly address this particular need independently because it was not prioritized as highly as the broader issue of substance abuse, mental health disorders and trauma in the community, which will be addressed in the implementation strategy. Additionally, access to care will be addressed within the context of our two priority focus areas, The Health of Women, Infants and Children and Mental and Substance Use Disorders.

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners, has determined to address. 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. The Health of Women, Infants and Children

**Hospital facility:** St. Joseph's Health

**CHNA reference pages:** 15

## Brief description of need:

- Promote Healthy Women, Infants, and Children - Protecting the health of women, infants and children is essential in supporting the current and future health of the community.

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

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Implement HealthySteps program at St. Joseph's Safety Net Health Centers. Utilizing the eight core components and 3-tier model of the risk-stratified, population health program, as well as integrating the essential elements of a trauma-informed integrated healthcare system, we will better support children, and their families, as they grow, helping them to successfully achieve significant developmental milestones and foster a healthy living environment.	X	X	X	St. Joseph's Health	Grant funded for 5 years, variable – 2023: ~210,000; 2024: ~175,000; 2025: ~\$175,000
				NYS Office of Mental Health	Grant identified partner; program resources and expertise
				Zero to Three/HealthySteps	Grant identified partner; program resources and expertise
				<b>Focus Location(s)</b>	<b>Focus Population(s)</b>
				St. Joseph's Health Safety Net Health Centers	Children 0-3 who receive care at St. Joseph's Health Safety Net Health Centers and their mother/family.

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Operate and expand on St. Joseph's Food Farmacy program – currently Food Farmacy 2.0 – to address food insecurity, chronic health conditions and to address social influences of health of families within our community.	X	X		St. Joseph's Health	Grant funded, variable – 2023:\$750,00 and able to apply for \$375,000 for 2024 funding with unknown potential for future grant funding beyond 2024.
				Mother Cabrini Foundation	Grant Funder
				Brady Market	Community Based Organizations partnering with SJH to implement sites for program participation.
				Northeast Community Center	Community Based Organizations partnering with SJH to implement sites for program participation.
				Dunbar Community Center	Community Based Organizations partnering with SJH to implement sites for program participation.
				Westcott Community Center	Community Based Organizations partnering with SJH to implement sites for program participation.
				<b>Focus Location(s)</b>	<b>Focus Population(s)</b>
				St. Joseph's Health Safety Net Health Centers - Primary Care West and Primary Care Main, Family Medicine Center; St. Joseph's Health Outpatient Behavioral Health; Brady Market, Dunbar Community Center; Syracuse Northeast Community Center; and Westcott Community Center	Those experiencing food insecurity and a chronic health condition in zip codes – 13202; 13204; 13205; and 13207

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Actively engage with the Central New York Healthcare Equity Task Force to address the social determinants of health that impact maternal and child health outcomes. The Task Force has over 150 members representing health care, local government, housing, transportation, community-based organizations, churches, and community development sectors, among others.	X	X	X	St. Joseph's Health	Staff time
				The Central New York Healthcare Equity Task Force	Staff/participant member time, program resources, community representation
				<b>Focus Location(s)</b>	<b>Focus Population(s)</b>
				Onondaga County	Residents experiencing health disparities in zip codes – 13202; 13204; 13205; and 13207

**Anticipated impact of these actions:**

Impact Measures	2022 Baseline	2025 Target
Increase the percentage of children ages 9-35 months who received a developmental screening tool in the past year.	24.4%	26.0%
Connect at least 100 participants annually in a comprehensive service program for children 0-3 including ongoing team-based well-child visits and other services provided to the highest need children and families of our Safety Net Health Centers.	0	100
Enroll at least 50 women annually in programming for those with identified food insecurity and chronic health conditions which will also serve to screen for and address other social influences of health, affecting themselves and their family.	0	50
Decrease the food insecurity rate in Onondaga County by 3% over three years	11.5%	8.5%

## 2. Mental Health and Substance Use Disorders

**Hospital facility:** St. Joseph's Health

**CHNA reference pages:** 12, 15

### Brief description of need:

- Promote Well-Being and Prevent Mental and Substance Use Disorders - Mental and emotional well-being is a key aspect of overall health. Substance use disorders (SUD) have negative impacts on an individual, family, and community level.

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

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Support trainings for providers to ensure education, experience, and ability to prescribe Buprenorphine	X	X	X	St. Joseph's Health	Staff time from Medical Education Faculty/Programming and Family Practice Residency Program and Clinic; CHNA/CHIP Steering Committee Meetings/Updates
				OCHD	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				Crouse Health	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				SUNY Upstate Medical University	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				OMH	Staff time
				<b>Focus Location(s)</b>	<b>Focus Population(s)</b>
				Primary Care Main, Family Medicine Center, Safety Net Health Center	St. Joseph's patients utilizing/misusing opioids in zip codes – 13202; 13204; 13205; and 13207

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Improve collaboration and coordination between primary care and behavioral health and access to behavioral health by embedding behavioral health Primary Care location sites.	X	X	X	St. Joseph's Health	Staff time; Leadership Of Primary Care, Primary Care Safety Net Health Centers and Behavioral Health; CHNA/CHIP Steering Committee Meetings/ Updates
				OCHD	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				Crouse Health	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				SUNY Upstate Medical University	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				OMH	Staff time
				<b>Focus Location(s)</b>	<b>Focus Population(s)</b>
				Heritage Primary Care; Primary Care West; Primary Care Main – Family Medicine Center	St. Joseph's Primary Care patients and Safety Net Health Center patients

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Zero Suicide program	X	X	X	St. Joseph's Health	Staff time; Leadership of Emergency Services and Behavioral Health; CHNA/CHIP Steering Committee Meetings/Updates
				OCHD	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				Crouse Health	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				SUNY Upstate Medical University	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				OMH	Staff time
				<b>Focus Location(s)</b>	<b>Focus Population(s)</b>
				Comprehensive Psychiatric Emergency Department (CPEP); Inpatient Behavioral Health; and Outpatient Behavioral Health	Patients at risk of suicide in zip codes – 13202; 13204; 13205; and 13207

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Provide trauma-informed training to staff in outpatient behavioral health services	X	X	X	St. Joseph's Health	Staff time; Leadership of Behavioral Health; CHNA/CHIP Steering Committee Meetings/Updates
				OCHD	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				Crouse Health	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				SUNY Upstate Medical University	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				OMH	Staff time
				<b>Focus Location(s)</b>	<b>Focus Population(s)</b>
				Outpatient Behavioral Health	Patients of Outpatient Behavioral Health

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Promote use of drug take back station located in St. Joseph's main lobby and integrate a drug take-back program within the hospital.	X	X	X	St. Joseph's Health	Staff time; Pharmacy Leadership; CHNA/CHIP Steering Committee Meetings/Updates
				OCHD	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				Crouse Health	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				SUNY Upstate Medical University	Staff time; CHNA/CHIP Steering Committee Meetings/Updates
				OMH	Staff time
				<b>Focus Location(s)</b>	<b>Focus Population(s)</b>
				Main Hospital Campus	Patients and visitors of St. Joseph's Health




Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)		
	Y1	Y2	Y3				
Implement standard protocols to care for patients experiencing opiate withdrawal, including administration of the Clinical Opiate Withdrawal Scale (COWS) tool to monitor and respond to symptoms	X	X	X	St. Joseph's Health	Staff time; Leadership of Behavioral Health; CHNA/CHIP Steering Committee Meetings/Updates		
				OCHD	Staff time; CHNA/CHIP Steering Committee Meetings/Updates		
				Crouse Health	Staff time; CHNA/CHIP Steering Committee Meetings/Updates		
				SUNY Upstate Medical University	Staff time; CHNA/CHIP Steering Committee Meetings/Updates		
				OMH	Staff time		
				<b>Focus Location(s)</b>		<b>Focus Population(s)</b>	
				Patients admitted inpatient or within the Emergency Department/ Comprehensive Psychiatric Emergency Department (CPEP).		Patients at risk of/experiencing opioid withdrawal in zip codes – 13202; 13204; 13205; and 13207	

**Anticipated impact of these actions:**

Impact Measures	2022 Baseline	2025 Target
Reduce the overdose deaths involving any opioid from 23.6 per 100,000 population to 20.0 per 100,000 population	23.6 per 100,000	20.0 per 100,000
Increase the age-adjusted rate of patients who received at least one Buprenorphine prescription for opioid use disorder by 20.0%.	519.5 per 100,000	415.6 per 100,000
Reduce all emergency department visits (including outpatients and admitted patients) involving any opioid overdose, age-adjusted rate.	93.3 per 100,000	85.5 per 100,000
Reduce the age-adjusted suicide mortality rate.	10.7 per 100,000	7.0 per 100,000

**Adoption of Implementation Strategy**

On October 27, 2023, the Board of Directors for St. Joseph's Health voted after review of the 2023-2025 Implementation Strategy for addressing the community health needs identified in the 2022 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.



**Meredith A. Price, CPA, FHFMA**  
Senior Vice President, Acute Operations

10/27/2023

October 27, 2023

