

**Aultman Orrville Hospital
Implementation Strategy**

**Meeting the Community Health Needs Identified in the
2016 Community Health Needs Assessment**

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TABLE OF CONTENTS

	<u>PAGE</u>
A. ABOUT AULTMAN ORRVILLE HOSPITAL.....	1
B. PURPOSE OF IMPLEMENTATION STRATEGY.....	1
C. COMMUNITY HEALTH NEEDS IDENTIFIED IN CHNA REPORT.....	2
D. COLLABORATING PARTNERS IN THE IMPLEMENTATION STRATEGY DEVELOPMENT.....	3
E. PLANS TO ADDRESS HEALTH NEEDS IDENTIFIED IN CHNA REPORT.....	3
F. REFERENCES.....	9

A. ABOUT AULTMAN ORRVILLE HOSPITAL

Aultman Orrville Hospital is a 25 bed critical access facility that has served the Wayne County community for more than 60 years. Aultman Orrville Hospital is a member of the Independent Hospital Network (IHN), which consists of 5 area hospitals with a common mission of maintaining local, not-for-profit hospitals. Aultman Orrville Hospital now operates under an affiliation agreement as a subsidiary of Aultman Health Foundation. The partnership allows Aultman Orrville Hospital to remain a close-to-home community hospital while improving access to advanced health care services. Aultman Orrville Hospital provides a full range of inpatient and outpatient services, employs 230 health care professionals and has an active and courtesy medical staff of 140 physicians and allied health professionals.

Mission: The mission of Aultman Health Foundation is to lead our community to improved health.

Vision:

Aultman Health Foundation will be the leading health system in designing products and services for the communities we serve.

- Delivering the highest quality.
- Achieving service excellence.
- Offering a competitive price.
- Innovating toward disease prevention and wellness.

Values:

Recognize and respect the unique talents of every Aultman team member

Exceed patient, enrollee and student expectations

Success through teamwork

Promote a highly reliable organization

Educate our community

Cost-effective management of resources

Trust, integrity and compassion in all relationships

B. PURPOSE OF IMPLEMENTATION STRATEGY

This Implementation Strategy has been prepared in order to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a community health needs assessment (CHNA) at least once every three years and adopt an Implementation Strategy to meet the community health needs identified through the CHNA process.

This Implementation Strategy is intended to satisfy each of the applicable requirements set forth in final regulations released December, 2014. This Implementation Strategy describes Aultman Orrville Hospital's planned response to the needs identified in Aultman Orrville Hospital's 2016 CHNA. Aultman Orrville Hospital's implementation strategy was approved by the Board of Directors and applies to tax years January 1, 2017 through December 31, 2019.

Written comments on the CHNA report and Implementation Strategy may be submitted to Nathan Ritter, Associate CFO, at Aultman Orrville Hospital, 832 S. Main St., Orrville, Ohio 44667 or Nathan.Ritter@aultman.com. Any written comments received will be considered in conducting the next Community Health Needs Assessment. You may contact Nathan Ritter at 330-684-4763 or Nathan.Ritter@aultman.com to receive a copy of this report at no charge.

C. COMMUNITY HEALTH NEEDS IDENTIFIED IN CHNA REPORT

The 2016 CHNA took into account the broad interests of the community in identifying and prioritizing the significant health needs of the Wayne County community. Data and information utilized in conducting the CHNA is identified in the 2016 CHNA and includes information from And How Are The Children? A Community Report of Outcomes and Indicators 2014. For information about Aultman Orrville Hospital's CHNA process and for a copy of the report please visit www.aultmanorrville.org.

The following significant health needs were identified and prioritized in the 2016 CHNA:

LEVEL I PRIORITY NEEDS

1. Access to health care providers and services, including:
 - Prescription drugs
 - Early intervention
 - Urgent care
 - Referrals
 - Transportation

2. Children's issues, including to:
 - Trauma
 - Trafficking
 - Child care providers
 - School based health clinics
 - Neglect
 - Transitioning from foster care
 - Early intervention for autism

3. Substance abuse, particularly:
 - Opiate abuse
 - Pain management

LEVEL II PRIORITY NEEDS

4. Obesity/overweight, healthy life style choices, including
 - High cholesterol
 - Nutrition
 - Food access

5. Mental Health

Aultman Orrville Hospital has chosen to address each of these significant health needs in this implementation strategy. However, please note that specific children’s issues regarding trafficking, child care providers, transitioning from foster care, and early intervention for autism are not being addressed by Aultman Orrville Hospital for reasons specified later in this report.

D. COLLABORATING PARTNERS IN THE IMPLEMENTATION STRATEGY DEVELOPMENT

The Implementation Strategy Team at Aultman Orrville Hospital collaborated in development of this Implementation Strategy.

The collaborating partner for preparation of this Implementation Strategy is Bricker & Eckler LLP / Quality Management Consulting Group, 100 South Third Street, Columbus, Ohio 43215.

E. PLANS TO ADDRESS HEALTH NEEDS IDENTIFIED IN CHNA REPORT

Because the community had already prioritized the needs during the CHNA process, the charge of the Implementation Strategy Team was to identify how Aultman Orrville Hospital will respond to the identified needs. A summary of data relative to the need identified in the CHNA process is outlined in the following chart. Data and other information for the health needs are identified in the 2016 CHNA.

Access to health care providers and services	<ul style="list-style-type: none"> • There are no Federally Qualified Health Centers in Wayne County • 28% of Wayne County residents lack a consistent source of primary care • 36% lack prenatal care in the first trimester • 16.6% of survey respondents reported problems in accessing needed health care
Children’s issues	<ul style="list-style-type: none"> • 50% of Wayne County children are below 200% of the poverty level • Children in foster care has increased since 2011 • 9% of children less than 19 years of age are without insurance
Substance abuse	<ul style="list-style-type: none"> • Drug abuse is the number one community issue and risky behavior • Drug counseling services need to be increased • Parents want more information about drug abuse
Obesity / overweight, health life style choices	<ul style="list-style-type: none"> • 27% of Wayne County adults are obese • 47% of Wayne County adults are overweight • Additional SNAP and WIC food stores are needed
Mental health	<ul style="list-style-type: none"> • Mental health counseling resources need to be increased • 20% of Medicare recipients in Wayne County suffer from depression

For source information, see 2016 CHNA.

The following identifies Aultman Orrville Hospital’s contributions to addressing these health needs over the next three years.

CHNA Implementation Strategy
CHNA Significant Health Need: Access to health care providers and services
Goal: Improve access to health care services for the medically underserved populations.
<p>Action:</p> <ul style="list-style-type: none"> • The Rural Health Clinic was established in September 2016, to expand availability of and increase access to provider services. Walk-in hours will be evaluated for expansion with established patients in the Rural Health Clinic. • Continue to provide improved general surgery coverage to decrease the need to transfer patients for general surgery services. • Investigate expansion of 340B to reduce the cost for prescription medications and reinvest in enhanced community benefits. • Schedule follow-up appointments with the primary care physician or specialist, as needed. • Provide patients in need of a primary care physician a list of those primary care physicians accepting new patients. • Promote access to age appropriate health screenings. • Participate in IHN Post-Acute Network (IPAN). • Provide transportation services, through a private company, to and from the Aultman Orrville Hospital campus to areas within a 25 mile radius. • Improve physician and specialty services coverage through increased recruitment, retention, and engagement efforts, where appropriate. <p>Anticipated Impact:</p> <ul style="list-style-type: none"> • Improve access to necessary services, physicians, and specialists for the patient population in Wayne County. • Decrease readmission for high-risk diagnosis through care coordination. • Improve access to affordable care and medication. <p>Resources:</p> <ul style="list-style-type: none"> • Use of a universal electronic medical record across the continuum of care for Aultman Orrville Hospital patients. • Aultman Orrville Hospital will provide financial subsidies for transportation services. • IPAN governance has representation from Aultman Orrville Hospital leadership and medical staff. <p>Collaborative Partners:</p> <ul style="list-style-type: none"> • Regional referral collaboration with Aultman Health Foundation and Community Partners. • Collaborate with IHN partners for specialized services, as needed.

CHNA Implementation Strategy

CHNA Significant Health Need: Children’s issues

Goal: Improve access to affordable health care services for children, increase prevention and initiate intervention of necessary services, and improve timing for referrals for suspected abuse and neglect.

Action:

- Aultman Orrville Hospital will maintain its role as a voting member and active participant and collaborator with Wayne County Family & Children First Council.
- Continue the “Safety First” bike helmet program for first graders at Eastern Wayne County schools.
- The Rural Health Clinic was established in September, 2016 to assist in improved access to provider services, including health care services for those under 18 years of age.
- Investigate and explore school based clinics.
- Screen and assess patients for signs of abuse or neglect.
- Support the “Safe Haven Program” and maintain Aultman Orrville Hospital’s designation as a “Safe Haven Program” site.
- Aultman Orrville Hospital Board members and leadership serve with and participate on local advisory boards throughout the community.
- Coordinate with Wayne County Children’s Advocacy Center to develop emergency protocols for victims of sexual abuse.
- Evaluate and explore opportunities to expand access to necessary specialists through collaborative partnerships.

Anticipated Impact:

- Increase access to necessary services and specialists.
- Improve care coordination.
- Improve access to affordable health care services.
- Timely prevention and intervention with necessary services.
- Identify abuse and/or neglect and initiate appropriate referral services.

Resources:

- Utilize a universal electronic medical record across the continuum of care.
- “Through the Years” educational speaker series for families focused on nutrition and safety.

Collaborative Partners:

- Regional referral collaboration with Aultman Health Foundation and Community Partners.
- Evaluate IHN partners for collaboration of specialist needs.
- Continue the ongoing “Safety First” bike helmet safety program with Aultman Health Foundation, the Wayne County Quota Club, and the Wayne County Sheriff’s office to provide bike helmets, fittings and education to first graders.
- United Way Pacesetter, an employee campaign to contribute to local agencies.
- Wayne County Children’s Advocacy Center, developing emergency room screenings and

protocols.

Trafficking, child care providers, transitioning from foster care, and early intervention for autism are specific children's issues not being directly addressed by Aultman Orrville Hospital. Aultman Orrville Hospital does not have the expertise or resources to effectively address these issues. Other organizations within the community are more adequately equipped to and are actively addressing these specific issues. Aultman Orrville Hospital will support and address these issues through collaboration with community partners where appropriate.

CHNA Implementation Strategy

CHNA Significant Health Need: Substance abuse

Goal: Increase awareness of opiate addiction and improve access to necessary services and specialists.

Action:

- Comply with Ohio HB 170 (Project DAWN) by providing services and naloxone kits to the community.
- Aultman Orrville Hospital pharmacists will provide education on opiate addiction to health care providers.
- Maintain access to pain management services to those individuals in our community with chronic pain management with our current health care providers.
- Provide pain management referrals to appropriate care locations.
- Develop "Care Planning" for patients with high utilization of the Emergency Department.
- Aultman Orrville Hospital representatives will participate in the Wayne County Opiate Task Force.

Anticipated Impact:

- Increase access to necessary services and specialists.
- Improve care coordination for chronic pain management patients.
- Improve accessibility of substance abuse treatment options.

Resources:

- Universal electronic medical record across the continuum of care.
- Maintain access to the Ohio Automated Rx Reporting System (OARRS). OARRS is designed to monitor information for suspected abuse or diversion (i.e., channeling drugs into illegal use), and can give a prescriber or pharmacist critical information regarding a patient's controlled substance prescription history.
- Aultman Orrville Hospital staff members to serve on subcommittees of the Wayne County Opiate Task Force.

Collaborative Partners:

- Regional referral collaboration with Aultman Health Foundation and Community Partners.
- Evaluate IHN partners to collaborate for specialist needs.
- Wayne County Health Improvement Steering Committee

- Wayne County Opiate Task Force
- Emergency Medicine physicians

CHNA Implementation Strategy

CHNA Significant Health Need: Obesity/overweight and healthy life style choices

Goal: Educate our community on healthy life style choices to improve the health of the community.

Action:

- Create a Population Health vision to promote wellness through education, screenings, and coordinated programs and events throughout our community.
- Aultman Weight Management serves to promote weight loss management and healthy life-style choices.
- Aultman Orrville Sports and Wellness offers structured supervised exercise programs from middle school through geriatric population.
- Aultman Orrville Hospital offer access to diabetic education classes and support groups.
- Aultman Orrville Hospital will provide a licensed Certified Diabetic Educator for community programs, diabetic education, and support group.
- Growing Healthy Habits Coalition to sponsor Lose-A-Ton, Win-A-Ton; #Orrvillewalks, and Rails-To-Trails of Wayne County 5k and 10k walks.
- Community Speaker Series will provide talks on various health related issues.
- Participate in American Heart Walk, Relay for Life, and Breast Cancer Walk through teams, sponsorship and/or donations.
- Provide smoking cessation classes.
- Ladies Night Out event, which will promote women’s health initiatives.
- Collaborate with Orrville Boys and Girls Club, SNAP, and WIC programs to promote education on healthy lifestyle choices.

Anticipated Impact:

- Through education, increase knowledge of healthy life style choices.
- Improve chronic disease prevention with weight management.
- Increase awareness of health life style choices.
- Increase community support for and involvement in community health related activities.

Resources:

- Population Health Vision, focusing on leading our community in promoting health, wellness and disease prevention.
- Growing Healthy Habits committee and community members to educate and promote building healthy habits throughout the entire community.

Collaborative Partners:

- Community members
- Orrville Boys and Girls Club
- SNAP and WIC programs

Action:

- Quitting tobacco use is the single most important action to decrease death and disability in the United States. Aultman Orrville Hospital is committed to decreasing the tobacco use in Eastern Wayne County by counseling, educating and providing support and resources to community members.
- Hospitalized community members receive counseling on tobacco cessation from physicians, nurse practitioners, respiratory therapy practitioners, and nurses. Aultman Orrville Hospital is committed to increasing the effectiveness of this counseling by:
 - Putting processes and resources in place so that the appropriate patients are offered tobacco cessation counseling.
 - Increasing the number of certified tobacco treatment specialists at Aultman Orrville Hospital by at least one new member.
 - Providing a follow-up call to each discharged patient with a recent history of tobacco use that has accepted tobacco information.
 - Offer additional resources for tobacco cessation.
- Tobacco cessation group sessions, led by trained and certified tobacco treatment specialists, have been shown to be effective. Aultman Orrville Hospital's "Give it Up!" tobacco cessation program has proven effective with a cessation rate of approximately 65% of those who complete at least 4 of the 6 sessions. This no charge program will continue to be a cornerstone of Aultman Orrville Hospital's tobacco cessation strategy. We will:
 - Offer 3 courses of six sessions each, annually.
 - Continue to offer tobacco treatment aides (nicotine replacement therapy) at no charge to participants.
 - Promote use of the "Give it Up!", especially through physician offices and the Rural Health Clinic.
- Research suggests that smoking cessation advice given by physicians can be more powerful than messages from other sources. Aultman Orrville Hospital will:
 - Provide color brochures for physician office distribution to tobacco users who may consider quitting.
 - Work to streamline the process for getting patients referred from physician offices into "Give it Up!".
- Other community outreach efforts can be an effective venue for education, counseling, motivation or prevention of tobacco use. Aultman Orrville Hospital will:
 - Participate in the "Great American Smoke Out".
 - Explore opportunities to collaborate with Eastern Wayne County elementary schools and implement a tobacco prevention program.

Anticipated Impact:

- Decrease the rate of tobacco users in Eastern Wayne County.

Resources:

- Education materials and brochures on tobacco cessation and staff time to develop and disseminate the materials.

- Tobacco cessation aides (Nicotine Replacement Therapy) free of charge to those who participate in the “Give it Up!” tobacco treatment program.
- Supplies, such as carbon monoxide testing items, and education materials for the “Give it Up!” program.

Collaborative Partners:

- Primary care physicians
- Cardiovascular Consultants
- Stark Medical Specialties
- Obstetric service providers

CHNA Implementation Strategy

CHNA Significant Health Need: Mental health

Goal: Provide screening to Aultman Orrville Hospital patients that are at risk for emotional instability with a referral to the appropriate healthcare provider or agency.

Action:

- Screen patients to evaluate those at high risk for emotional instability.
- Facilitate referrals to the appropriate health care provider or agency.

Anticipated Impact:

- We expect to increase the use of needed resources by the at risk individuals.

Resources:

- Screening tools utilized by staff to assess patient needs.

Collaborative Partners:

- Mental Health and Recovery Board of Wayne and Holmes Counties.

F. REFERENCES

Aultman Orrville Hospital 2016 Community Health Needs Assessment

And How Are The Children? A Community Report of Outcomes and Indicators 2014, A Community Report of Wayne County, Ohio Family & Children First Council.