University Hospitals

2023-2025 Community Health Implementation Strategy

UH Elyria Medical Center
UH Avon Rehabilitation Hospital, LLC
Specialty Hospital of Lorain
Lorain County, Ohio

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Adoption by the Board

University Hospitals adopted the Avon RH, LLC – UH Elyria Medical Center – Specialty Hospital of Lorain Community Health Implementation Strategy on March 21, 2023.

Community Health Implementation Strategy Availability

The Implementation Strategy can be found on University Hospitals' website at www.UHhospitals.org/CHNA-IS or a hard copy can be mailed upon request at CommunityBenefit@UHhospitals.org.

Written Comments

Individuals are encouraged to submit written comments, questions or other feedback about this Implementation Strategy to CommunityBenefit@UHhospitals.org. Please make sure to include the name of the facility (Avon RH, LLC, UH Elyria Medical Center or Specialty Hospital of Lorain) that you are commenting about and, if possible, a reference to the appropriate section within the Implementation Strategy.

Introduction

In 2022, Avon RH, LLC ("UH Avon Rehabilitation Hospital"), University Hospitals Elyria Medical Center and Specialty Hospital of Lorain (the "Hospitals") conducted a joint community health needs assessment (a "CHNA") compliant with the requirements of Treas. Reg. §1.501(r) ("Section 501(r)") and Ohio Revised Code ("ORC") 3701.981. The 2022 CHNA served as the foundation for developing an Implementation Strategy ("IS") to address those needs that, (a) the Hospitals determine they are able to meet in whole or in part; (b) are otherwise part of UH's mission; and (c) are not met (or are not adequately met) by other programs and services in the county. The IS identifies the means through which the Hospitals plan to address a number of the needs that are consistent with the Hospitals' charitable mission as part of their community benefit programs. Likewise, the Hospitals are addressing some of these needs simply by providing care to all, regardless of ability to pay, every day. The Hospitals anticipate that the strategies may change and therefore, a flexible approach is best suited for the development of its response to the 2022 CHNA. For example, certain community health needs may become more pronounced and require changes to the initiatives identified by the Hospitals in the IS. More specifically, since this IS was done in conjunction with the 2022-2025 Lorain County Community Health Improvement Plan (CHIP), other community organizations will be addressing certain needs. The full Lorain County CHIP can be found at https://www.loraincountyhealth.com/cha and a list of the Lorain County CHIP strategies can be found in Appendix A of this report.

In addition, the Hospitals worked together to align both their CHNA and IS with state plans. Ohio state law (ORC 3701.981) mandates that all hospitals must collaborate with their local health departments on community health assessments (a "CHA") and community health improvement plans (a "CHIP"). Additionally, local hospitals must align with Ohio's State Health Assessment (a "SHA") and State Health Improvement Plan (a "SHIP"). This requires alignment of the CHNA and IS process timeline, indicators, and strategies.

> *NOTE: This symbol* 🔲 *will be used throughout the report when a priority, indicator, or strategy directly aligns with the 2020-2022 SHIP.*

This aligned approach has resulted in less duplication, increased collaboration and sharing of resources. This report serves as the 2023-2025 Joint Community Health Implementation Strategy for Avon RH, LLC, UH Elyria Medical Center and Specialty Hospital of Lorain. It aligns with the 2023-2025 Lorain County Community Health Improvement Plan and meets the state of Ohio's October 1, 2020 deadline. This IS meets all the requirements set forth in Section 501(r).

Lorain County Public Health, on behalf of the Lorain County Health Partners (includes Avon RH, LLC, UH Elyria Medical Center and Specialty Hospital of Lorain), hired the Hospital Council of Northwest Ohio (HCNO) to conduct the community health planning process which yielded the strategies outlined in this report as well as the aligned Lorain County Community Health Improvement Plan ("CHIP"). This report more clearly delineates the commitments made by the Hospitals.

The Hospitals are working with other partners in Lorain County to address the following priorities which were identified in the 2022 CHNA:
1. Chronic Disease 🔲
2. Mental Health
3. Substance Use

Hospital Mission Statement

As a wholly owned subsidiary of University Hospitals, UH Elyria Medical Center is committed to supporting the UH mission, "To Heal. To Teach. To Discover." (the "Mission"), by providing a wide range of community benefits including clinical services, medical education and research. UH is an integrated delivery system and thus can provide benefits by coordinating within and among various entities ("UH System").

Community Served by the Hospital

The community is defined as all Lorain County cities, townships, and villages serviced by Lorain County Public Health Department (LCPH). The exception is the City of Vermilion, which falls under the jurisdiction of the Erie County Health Department. Hospitals and community partners that worked together on this CHA also provide services to residents at the county level and are involved in collaborative assessments and community health improvement planning. In looking at the community population served by the hospital facilities and Lorain County as a whole, it is clear that all partnering organizations involved in the CHA define their community to be the same. Defining the community as such also allows the hospitals to more readily collaborate with public health partners for both community health assessments and health improvement planning.

Alignment with Local and State Standards

Community Partners

The IS was done in collaboration with various agencies and service-providers within Lorain County. In 2022, the Lorain County Health Partners reviewed many data sources concerning the health and social challenges that Lorain County residents are facing. They determined priority issues which, if addressed, could improve future outcomes; determined gaps in current programming and policies; examined best practices and solutions; and determined specific strategies to address identified priority issues.

Lorain County CHIP Steering Committee (Lorain County Health Partners)

- Cleveland Clinic Avon Hospital
- Lorain County Health & Dentistry
- Lorain County Metro Parks
- Lorain County Public Health
- Mental Health, Addiction, and Recovery Services (MHARS) Board of Lorain County
- Mercy Health Allen Hospital
- Mercy Health Lorain Hospital
- Specialty Hospital of Lorain
- University Hospitals Avon Rehabilitation Hospital
- University Hospitals Elyria Medical Center

Lorain County CHIP Acknowledgements

- 231 Go, facilitated by El Centro de Servicios Sociales, Inc.
- CHIP Priority Teams
- Health Equity Task Force, facilitated by the Lorain County Urban League and LCPH
- Keystone Empower You, facilitated by LCPH
- Live Healthy Oberlin, facilitated by LCPH
- Live Healthy Lorain, facilitated by LCPH
- Lorain Connected, facilitated by LCPH
- Lorain County Opiate Action Task Force, facilitated by the MHARS Board
- Lorain County Wellness Coordinators, facilitated by the Educational Services Center of Lorain County
- Maternal Depression Task Force, facilitated by Ohio Guidestone
- North Ridgeville Heart and Sole, facilitated by LCPH
- Oberlin Kids, facilitated by Kendal at Oberlin
- Ready Set Go…to Kindergarten, facilitated by Horizon Education Centers
- Rising Titans, facilitated by Neighborhood Alliance
- Southside Pride, facilitated by Horizon Education Centers
- Suicide Prevention Coalition, facilitated by the MHARS Board
- THRIVE! Southern Lorain County, facilitated by the United Way of Greater Lorain County
- United We Sweat, facilitated by the United Way of Greater Lorain County
- Vaping Task Force, facilitated by The LCADA Way

Priority Health Needs

Reminder: This symbol ⬛ *will be used throughout the report when a priority, indicator, or strategy directly aligns with the 2020-2022 SHIP.*

Priorities:

1. Chronic disease
2. Maternal and child health
3. Mental health
4. Substance use
5. Cancer

The Hospitals identified the following priorities for their respective hospitals:

The Ohio SHIP contains strategies that are referred to as cross-cutting. This means that cross-cutting strategies have an impact on all selected priority areas. Certain priorities identified in the 2022 CHNA also fit within the following cross-cutting areas:

1. UH Elyria Medical Center: Chronic Disease, Mental Health, Substance Use, Cancer*
2. Specialty Hospital of Lorain: Chronic Disease, Mental Health, Substance Use, Cancer*
3. UH Avon Rehabilitation Hospital: Chronic Disease

*UH Elyria Medical Center and Specialty Hospital of Lorain initially did not select Cancer as a priority that they would address, but decided to address this priority during the development of this report. Cancer was the second leading cause of death in Lorain County in the 2022 Lorain CHNA. As such, there is a need to increase services relative to cancer prevention and treatment in the county. UH Elyria Medical Center is uniquely positioned to respond to this need.

Specialty Hospital of Lorain, a much smaller entity, aligned their efforts with UH Elyria Medical Center to leverage resources.

Strategies

Strategies to Address Health Needs

Mobilizing for Action through Planning and Partnerships (MAPP)

The planning and strategic development process was completed using the National Association of County and City Health Officials' (NACCHO) MAPP process. MAPP is a national, community-driven planning process for improving community health. This process was facilitated by Lorain County Public Health in collaboration with various local agencies representing a variety of sectors. The MAPP framework includes six phases which are listed below:

1. Organizing for success and partnership development
2. Visioning
3. The four assessments
4. Identifying strategic issues
5. Formulate goals and strategies
6. Action cycle

The MAPP process includes four assessments: community themes and strengths, forces of change, local public health system assessment, and the community health status assessment. These four assessments were used by the Lorain County Health Needs Assessment Committee to prioritize specific health issues and population groups which are the foundation of this plan. Additionally, input from the Hospitals' board of directors, community outreach leaders and the hospital presidents were used to further determine the tactics. The strategies listed on the following pages are done in alignment with the Lorain County Community Health Improvement Plan. They reflect the specific strategies that the Hospitals will implement to address the identified priorities and achieve the anticipated county level outcomes. The resources being provided include staff time and expertise, health screening supplies and equipment, publicity for various events and other contributions as outlined in the following section.

University Hospitals
Elyria Medical Center

University Hospitals
Avon Rehabilitation Hospital

A Joint Venture with Kindred Healthcare

University Hospitals Elyria Medical Center – Specialty Hospital of Lorain
CHNA Priority: Chronic Disease 🚩

Strategy: Community-based education and health screenings to prevent and/or manage chronic diseases, particularly for diabetes, and coronary heart disease.

Goal: Improve wellbeing of adults in Lorain County via chronic disease prevention and providing tools for disease self-management, particularly for diabetes and heart disease.

Objective:

- Detect early signs of chronic diseases by offering screenings in an effort to prevent or mitigate disease progression (target: 1,500 screens annually).
- Increase awareness and education of chronic disease prevention and management to improve health literacy and health outcomes (target: 1,000 annually).

Action Steps:

Years 1-3:

- Offer and participate in community-based events, offering free screenings and health-related materials, emphasis on addressing diabetes and coronary heart disease. (Track number of participants screened and positive screening results.)
- Provide nutritional and healthy lifestyle speakers to area senior centers and other community partners. (Track number of participants.)
- Identify and initiate strategic partnerships with three new local organizations annually (include notes on progress in Comments). (Track number of new collaborations.)
- Continue to partner with the United We Sweat campaign to offer a walking program and a 6-week wellness challenge. (Document relevant health outcomes in internal records; include brief summary in Comments.)
- Increase awareness and education on stroke prevention and overall wellness through new stroke screenings (Track number of participants screened and educated.)

*Anticipated measurable outcome(s) based on current trends:

- Reduce or maintain the age-adjusted death rate due to diabetes in Cuyahoga County (baseline: 23.2 per 100,000 population from 2018-2020).
- Reduce or maintain the age-adjusted death rate due to coronary heart disease in Cuyahoga County (baseline: 105.7 per 100,000 population from 2018-2020).

Indicator(s) used to measure outcomes:

- Age-adjusted death rate due to diabetes. (Centers for Disease Control on the Healthy NEO website: http://www.healthyneo.org/)
- Age-adjusted death rate due to coronary heart disease. (Centers for Disease Control on the Healthy NEO website: http://www.healthyneo.org/.)

Collaboration and Partnerships: LACADA Way, Seidman Cancer Center, Westside Health Organization, senior centers in UH Elyria Medical Center service areas, CommUNITY health talks, fairs and events, Elyria, Lorain North Ridgeville City School Districts, Elyria Public Library, cities of Elyria, North Ridgeville, Lorain, Avon and Avon Lake, Ridge Tool, Ford Motor Company, Goodwill Industries, local churches, local fire stations, Cottages at Riverview, UH Avon Fitness Center, Specialty Hospitals of Lorain, Lorain County Senior Network, Northcoast Rotary

*Outcomes are based on a variety of tactics occurring among the Lorain County community health improvement partners to achieve the anticipated results at the county level.

Avon RH, LLC (UH Avon Rehabilitation Hospital)
CHNA Priority: Chronic Disease Management and Prevention 🛡
Strategy: Community-based education and health screenings to prevent and/or manage chronic diseases.
Goal: Improve well-being of adults in Lorain County via chronic disease prevention and management.
Objective: By December 2025, screen at least 200 individuals annually and connect them to primary care providers to build pathways to appropriate care and increase awareness of chronic diseases such as stroke and cardiovascular disease.
Action Steps: **Years 1-3:** • Participate in community-based events and health fairs to offer health and blood pressure checks along with connecting each participant to a primary care physician if they do not have one. • Clinically staff a booth at the Lorain County Fair to offer health screenings, education and primary care physician access information to a cross section of Lorain County residents. • Educate Lorain County residents about chronic disease prevention, especially stroke and cardiovascular disease, through quarterly direct mailing of healthy lifestyle and disease prevention flyers.
*Anticipated measurable outcome(s): • Reduce (or maintain) deaths due to stroke in Lorain County (baseline: 42,5 per 100,000 population, 2022 Avon RH, LLC-UH Elyria Medical Center- Specialty Hospital of Lorain CHNA). • Reduce or maintain the age-adjusted death rate due to heart disease in Lorain County (baseline: 160.9 per 100,000 population, 2022 Avon RH, LLC-UH Elyria Medical Center – Specialty Hospital of Lorain CHNA). • Reduce (or maintain) the age-adjusted percentage of diagnosed diabetes (adults 20+ years) (baseline: 11.5%, 2022 Avon RH, LLC-UH Elyria Medical Center- Specialty Hospital of Lorain CHNA). 🛡
Indicator(s) used to measure progress: • Age-adjusted death rate due to stroke in Lorain County (Healthy NEO website). • Age-adjusted death rate due to heart disease in Lorain County (Healthy NEO Website). • Age-adjusted percentage of diagnosed diabetes (adults 20+ years) (Health NEO Website). 🛡
Collaboration and Partnerships: UH Elyria Medical Center, Lorain County Health Partners

*Outcomes are based on a variety of tactics occurring among the Lorain County community health improvement partners to achieve the anticipated results at the county level.

University Hospitals Elyria Medical Center – Specialty Hospital of Lorain
CHNA Priority: Mental Health and Substance Use 🛡️

Strategy: Community-based education, health screenings and community collaborations to address mental health and addiction.

Goal: Educate the community on dangers of substance use/misuse, strategies to improve mental health and resources offered in their community.

Objective:

- Increase knowledge about the risks and resources available to prevent or treat substance addiction. (Target: 1,000 annually)

- Increase awareness and education of alternative methods to deal with mental health and addiction. (Target: 1,000 annually).

- Provide music therapy programs for community to teach individuals ways to cope with stress.

Action Steps:

Years 1-3:

- Offer and participate in community-based events, develop community based approach to increase outreach and understanding of behavioral health issues and resources. (Track number of individuals reached.)

- Partner with LCADA (Lorain County Alcohol and Drug Addiction services) and other community agencies to promote and raise awareness of programs and services within community. (Include progress in notes.)

- Co-design and implement events/programs with different stakeholders to improve health outcomes and build community; emphasis on employers, social service agencies and schools; being inclusive of opportunities for varying age categories and lived experiences. (Include notes on progress in Comments.)

- Provide music therapy programs and sessions to improve mental health. (Track number of individuals reached.)

*Anticipated measurable outcome(s):

Reduce or maintain the percentage of Lorain County population stated that their mental health, which includes stress, depression, and problems with emotions, was not good for 14 or more of the past 30 days. (baseline at 16.5% - 2019) Healthy NEO website - http://www.healthyneo.org

Indicator(s) used to measure progress:

- The average number of days that adults reported their mental health was not good in the past 30 days. Healthy NEO website - http://www.healthyneo.org.

- The percentage of households with at least one person who received mental healthcare medical services in the past 3 years in Lorain County was 7.1%. http://www.healthyneo.org.

Collaboration and Partnerships: LACADA Way, Seidman Cancer Center, Westside Health Organization, senior centers in UH Elyria Medical Center service areas, CommUNITY health talks, fairs and events, North Ridgeville, Avon, Avon Lake, Elyria and Lorain School Districts, Elyria Public Library, Lorain County Community College, Northcoast Rotary, American Greetings, Cottages at Riverview, local churches, Goodwill Industries, local fire stations

*Outcomes are based on a variety of tactics occurring among the Lorain County community health improvement partners to achieve the anticipated results at the county level.

University Hospitals Elyria Medical Center

<table>
<tr><td colspan="1" align="center">**CHNA Priority: Cancer**</td></tr>
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Strategy: Community-based education and health screenings to prevent and/or manage cancer.
Goal: Decrease late-stage diagnosis of cancer through age, race and gender-appropriate prevention, early screening and detection.
Objective: • Reach Lorain County adults through local cancer prevention and screening communication campaign efforts. • Reach Lorain County adults through community-based cancer screening efforts specifically targeting adults who are African American, Black, Hispanic, or Latino.
Action Steps: **Years 1-3:** • Participate in a media awareness campaign focusing on prevention, early detection and getting back on schedule for regular screenings (track reach of media campaign) • Hold at least one cancer screening event each year (track number of people screened) • Provide cancer screenings via mobile clinics (track number of people screened)
***Anticipated measurable outcome(s):** Reduce or maintain the age-adjusted cancer incidence rate in Lorain County (baseline: 472.6 new cases per 100,000 population from 2016-2020; 2022 CHNA).
Indicator(s) used to measure progress: • Age-adjusted cancer incidence rate (Healthy NEO website: http://www.healthyneo.org/).
Collaboration and Partnerships: Cleveland Clinic Foundation, University Hospitals, Mercy Health, Lorain County Health & Dentistry

*Outcomes are based on a variety of tactics occurring among the Lorain County community health improvement partners to achieve the anticipated results at the county level.

Significant Health Needs Not Being Addressed by the Hospital

The Hospitals are implementing strategies in collaboration with other partners in Lorain County for four of the priorities identified in the 2022 CHNA: chronic disease, mental health, substance use, and cancer. As indicated previously, cancer was added as a priority bend addressed by the Hospitals after the completion of the 2022 CHNA because of the Hospitals' ability to provide community benefit services related to cancer prevention and screening.

The following strategies will not be directly addressed by the Hospitals as part of their Community Health Implementation Strategy because other county partners have agreed to take the lead based on their core expertise, prior experience and/or availability of existing resources (see full list of Lorain County's strategies in Appendix A).

Additionally, some strategies do not meet the IRS definition of a "community benefit" and/or are addressed at the UH system level as a routine standard of care, rather than as a community benefit strategy. Lastly, representatives from the Hospitals' community outreach teams remain engaged as thought leaders on all the strategies as needed.

Chronic Disease

- Food/healthy eating education
- Shared use agreements for healthy eating/active living opportunities
- El Tomando Stanford diabetes programming
- Livable community initiatives such as Active Transportation Plans, Safe Routes to School, and Complete Streets policies
- Neighborhood improvements to increase access to green space and public art
- Programs to increase access to fruits and vegetables

Maternal and Child Health

- Efforts to collaborate on bi-directional referrals with central intake
- Expansion of network of Community Health Workers
- Flexible childcare partnership programs
- Expand Ages and Stages Questionnaires (ASQ)

Mental Health

- Mobile Crisis Team and Emergency Stabilization Services (ESS)
- Zero Suicide Academy

Substance Use

- Quick Response Team (QRT) and first responder training
- Nontraditional naloxone access

Cancer

- Utilization of Community Health Workers to educate and reduce barriers to cancer screening

Community Collaborators

This IS was commissioned by University Hospitals in collaboration with the 2023-2025 Lorain County Community Health Improvement Plan process and the associated county partners; see Community Health Needs Assessment Committee listed on page 4 of this report.

Qualifications of Consulting Company

Lorain County Public Health (LCPH) is an accredited local health department, located in Elyria, Ohio. They facilitate community health assessments and planning processes in Lorain County. LCPH works with coalitions and groups in Lorain County communities to ensure a collaborative approach to community health improvement that includes multiple key stakeholders, such as those listed above. Lead LCPH project staff have their master's degree in public health, with emphasis on epidemiology and health education.

The aligned 2023-2025 Joint Avon RH, LLC, University Hospitals Elyria Medical Center and Specialty Hospital of Lorain IS was compiled and written by Lena Grafton, Director, Community Health Engagement in the department of Government and Community Relations at University Hospitals. She oversees state and federal community benefit compliance for all UH medical centers. Dr. Grafton has a Bachelor's degree from Ursuline College, a Master of Public Health degree from Cleveland State University, and A Doctor of Philosophy in Urban Studies from Cleveland State University.

Contact Information

For more information about the Implementation Plan, please contact:

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Chronic Disease

Goal 1: Stop the upward trend of cardiovascular disease mortality among adults ages 55-64 years old, especially among the African American, Black, Hispanic and Latino communities.

Objective 1:

By December 31, 2025, ensure that at least 50% of Lorain County adults reached through community-based chronic disease screening efforts are African American, Black, Hispanic or Latino and referred to a primary care physician.

Strategy 1: Implement community-based screenings that connect people to primary care providers, regardless of screening result, in order to build pathways of referral to appropriate care.
- Leads: Mercy Health, Cleveland Clinic Foundation, University Hospitals, Lorain County Health & Dentistry
- Timeframe: By December 31, 2025
- Indicators: Number of screenings; Number of referrals to primary care; Number of patients that make follow-up appointments

Objective 2:

By December 31, 2025, 50% of Lorain County (157,798 people) will be within 2 miles of direct services aimed at increasing physical activity and healthy eating.

Strategy 1: Implement free or low-cost community fitness programs like United We Sweat and Silver Sneakers.
- Leads: United Way of Greater Lorain County, Greater Cleveland YMCA
- Timeframe: By December 31, 2025
- Indicators: Number of program sites/population radius of sites

Strategy 2: Implement culturally appropriate food education through the use of culinary libraries and the Charlie Cart system.
- Leads: Elyria Public Library System, Lorain Public Library System
- Timeframe: By December 31, 2025
- Indicators: Number of program sites/population radius of sites

Strategy 3: Implement shared and open use agreements to increase availability of healthy eating and active living opportunities.
- Leads: Lorain County Metro Parks, Lorain County schools
- Timeframe: By December 31, 2025
- Indicators: Number of program sites/population radius of sites

Chronic Disease

Goal 2: Stop the upward trend of diabetes diagnosis among Lorain County adults, 20+ years old, through education and systems/environmental change.

Objective 1:

By December 31, 2025, ensure that enrollment in diabetes prevention programming in Lorain County increases by 25%.

Strategy 1: Implement El Tomando Stanford diabetes programming.
- Lead: El Centro de Servicios Sociales, Inc.
- Timeframe: By December 31, 2025
- Indicators: Number of attendees enrolled

Strategy 2: Implement Diabetes Prevention Programming (DPP).
- **Leads:** Greater Cleveland YMCA, Cleveland Clinic Foundation, University Hospitals, Mercy Health
- **Timeframe:** By December 31, 2025
- **Indicators:** Number of attendees enrolled

Objective 2:

By December 31, 2025, implement systems/environmental changes that support cardiovascular health in 50% of Lorain County communities.

Strategy 1: Create livable communities through Active Transportation Plans (ATP), Safe Routes to School (SRTS) programs and Complete Streets policies.
- Lead: Lorain County Public Health
- Timeframe: By December 31, 2025
- Indicators: Number of communities with plans; Number of people impacted; Miles of improvements

Strategy 2: Implement neighborhood improvements such as increased access to public and green space through park improvements and public art.
- Lead: Lorain County Public Health
- Timeframe: By December 31, 2025
- Indicators: Number of improvements; Number of potential reach

Objective 3:

By December 31, 2025, implement and evaluate at least 4 programs or systems focused on food insecurity.

Strategy 1: Implement Project Dash, a senior food delivery model in the communities of Oberlin, Lorain and Elyria.
- Leads: Second Harvest Food Bank of North Central Ohio, Lorain County Public Health
- Timeframe: December 31, 2023
- Indicators: Number of participants

Strategy 2: Improve fruit and vegetable access through policies, systems and environmental changes like Freedges, urban farming, produce pickups, City Fresh, Produce Perks and Produce Rx.
- Leads: Elyria Public Library System, Lorain Public Library System, Produce Perks Midwest, City Fresh
- Timeframe: By December 31, 2025
- Indicators: Number of participants

Maternal and Child Health

Goal 1: Stop the upward trend of preterm births through a systems approach to care linkages, prevention and education.

Objective 1:

By December 31, 2025, eliminate waitlists for lay health workers (i.e., CHW, home visitor, doula) intervention for qualifying women and families.

Strategy 1: Improve collaboration on bi-directional referrals with central intake.
- Leads: Bright Beginnings, Lorain County Public Health, Lorain County Community Action Agency Pathways HUB
- Timeframe: By December 31, 2025
- Indicators: Waitlist numbers

Strategy 2: Expand and retain the existing network of CHWs.
- Leads: Lorain County Public Health, Lorain County Community Action Agency, Lorain Public Library System, Mercy Health, Cleveland Clinic Foundation
- Timeframe: By December 31, 2025
- Indicators: Number of CHWs; CHW retention rate; Number of clients served

Objective 2:

By December 31, 2025, expand existing programs that aim to support women's health.

Strategy 1: Establish flexible child care partnerships by expanding facilities that offer flexible child care, specifically for women's health related appointments.
- Leads: UH Avon Health Center, Lorain County Community College, Lorain County Public Health
- Timeframe: By December 31, 2025
- Indicators: Number of participants

Goal 2: Increase the average Kindergarten Readiness Assessment (KRA) scores of children entering kindergarten in Lorain County through coordination of care for families of children ages zero to five.

Objective 1:

By December 31, 2025, Acquire data to evaluate current methods of increasing KRA scores.

Strategy 1: Expand Ages and Stages Questionnaires (ASQ) with the aim to use the data collected.
- Leads: Ready Set Go…to Kindergarten, Oberlin Kids, Rising Titans
- Timeframe: By December 31, 2025
- Indicators: Number of ASQs administered; Number of groups or community-based collaboratives with access

Mental Health

Goal 1: Stop the upward trend of suicide deaths in Lorain County by reducing risk factors and increasing access to appropriate, quality prevention and treatment services.

Objective 1:

By December 31, 2025, support the development of suicide prevention protocols and tracking systems with at least 90% of behavioral health providers and 75% of medical providers in Lorain County

Strategy 1[1]: Track depression screening outcomes in medical provider offices to identify and refer patients who screen positive for depression.
- Leads: Mental Health, Addiction & Recovery Services Board of Lorain County, Cleveland Clinic Foundation, University Hospitals, Mercy Health, Lorain County Health & Dentistry
- Timeframe: By December 31, 2025
- Indicators: Number of screenings; Number of referrals made

Strategy 2: Improve connection to care post-utilization and deployments of Mobile Crisis Team and Emergency Stabilization Services (ESS).
- Lead: The Nord Center
- Timeframe: By December 31, 2025
- Indicators: Number of connections to care

Strategy 3[2]

Objective 2:

By December 31, 2025, publish one report on the effect of School Wellness Coordinators on health in a school district.

Strategy 1: Establish data collection systems in school districts with School Wellness Coordinators.
- Leads: Educational Service Center of Lorain County, partnered schools
- Timeframe: By December 31, 2025
- Indicators: Number of School Wellness Coordinators and school officials following the data collection system

*See appendix II for revision information.

Mental Health

Goal 1: Stop the upward trend of suicide deaths in Lorain County by reducing risk factors and increasing access to appropriate, quality prevention and treatment services.

Objective 3:

By December 31, 2025 establish at least three evidence-based programs, with sustainability and evaluation plans with regular data collection, for creating protective environments for the following population segments: older adult, male, veterans.

Strategy 1[3]: Implement the Confess Project, a program that trains barbers and stylists to become mental health advocates.
- Lead: Mental Health, Addiction & Recovery Services Board of Lorain County
- Timeframe: By December 31, 2025
- Indicators: Number of people trained; number of sites participating

Strategy 2: Implement outdoor experiential education and wilderness therapy.
- Lead: Lorain County Metro Parks
- Timeframe: By December 31, 2025
- Indicators: Number of program attendees

Objective 4:

By December 31, 2025, expand suicide prevention and mental health intervention programs offered in Spanish.

Strategy 1: Offer local support groups for people who speak English as a foreign language.
- Lead: The LCADA Way
- Timeframe: By December 31, 2025
- Indicators: Number of support groups available; Number of attendees

Strategy 2: Offer QPR (Question Persuade Refer) training in Spanish.
- Lead: The LCADA Way
- Timeframe: By December 31, 2025
- Indicators: Number of people trained

Strategy 3: Expand reach of El Centro de Servicios Sociales, Inc. mental health navigator program.
- Lead: El Centro de Servicios Sociales, Inc.
- Timeframe: By December 31, 2025
- Indicators: Unique callers to navigator; Primary language of callers

*See appendix II for revision information.

Substance Use

Goal 1: Stop the upward trend of overdose deaths due to opioids and fentanyl through harm reduction and prevention efforts.

Objective 1:

By December 31, 2025, ensure 50% of Lorain County (157,798 people) is covered by nontraditional recovery support.

Strategy 1: Implement Quick Response Team (QRT) and first responder training.
- Lead: Lorain County Sheriff's Office
- Timeframe: By December 31, 2025
- Indicators: Number of people trained; population radius of sites

Strategy 2: Implement nontraditional naloxone access; for example, through vending machines, mailings and emergency rooms.
- Leads: Mental Health, Addiction & Recovery Services Board of Lorain County, Lorain County Public Health
- Timeframe: By December 31, 2025
- Indicators: Number of naloxone kits distributed through nontraditional means; population radius of sites

Goal 2: Reduce tobacco use and smoking.

Objective 1:

By December 31, 2025, pass five tobacco-related policies.

Strategy 1: Implement Tobacco Retail Licensing (TRL) in at least three Lorain County communities.
- Leads: Lorain County Public Health, Lorain County Urban League
- Timeframe: By December 31, 2025
- Indicators: Number of communities; Compliance check data

Strategy 2: Pass at least two tobacco-free policies in public and outdoor spaces.
- Lead: Lorain County Public Health
- Timeframe: By December 31, 2025
- Indicators: Number of policies

Objective 2:

By December 31, 2025, reach 10% population (31,560 people) through tobacco education and cessation support.

Strategy 1: Implement school-based tobacco and vaping education.
- Lead: The LCADA Way
- Timeframe: December 31, 2025
- Indicators: Number of students reached

Strategy 2: Promote web, phone and text based cessation services, like My Life My Quit (MLMQ) and the Ohio Tobacco Quitline (OTQL).
- Lead: Lorain County Public Health
- Timeframe: December 31, 2025
- Indicators: Campaign reach; Cessation service users

Cancer

Goal 1: Decrease late-stage diagnosis of cancer through age, race and gender appropriate prevention, early screening and detection.

Objective 1:

By December 31, 2025, reach 50% of Lorain County adults (93,101) annually through local cancer prevention and screening communication campaign efforts.

Strategy 1: Conduct a media awareness campaign focusing on prevention, early detection and getting back on schedule for regular screenings.
- Leads: Lorain County Public Health, Cleveland Clinic Foundation, University Hospitals, Mercy Health, Lorain County Health & Dentistry
- Timeframe: By December 31, 2023
- Indicators: Campaign reach

Objective 2[4]:

By December 31, 2025, ensure that at least 50% of Lorain County adults reached through community-based cancer screening efforts are from target census tracts.

Strategy 1: Hold at least one cancer screening event each year, hosted jointly by all participating health systems.
- Leads: Cleveland Clinic Foundation, University Hospitals, Mercy Health, Lorain County Health & Dentistry
- Timeframe: By December 31, 2025
- Indicators: Number of screenings completed; Race/ethnicity of people screened

Strategy 2[5]: Analyze the effectiveness of reaching populations from target census tracts through community-based screening efforts.
- Leads: Cleveland Clinic Foundation, University Hospitals, Mercy Health, Lorain County Health & Dentistry
- Timeframe: By December 31, 2025
- Indicators: Number of people screened; Number of mobile clinic deployments; Race/ethnicity of people screened

Strategy 3: Increase the use of Community Health Workers (CHWs) to educate about cancer screening and reduce barriers to screening.
- Leads: Cleveland Clinic Foundation, Mercy Health, Lorain County Health & Dentistry, Lorain County Public Health, Lorain County Community Action Agency
- Timeframe: By December 31, 2025
- Indicators: Number of Lorain County CHWs trained to educate about cancer screening