



University Hospitals

2020-2022 Community Health Implementation Strategy

UH Elyria Medical Center, Avon RH,
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 31, 2020.

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 2019, 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 2019 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 2019 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 2020-2022 Lorain County Community Health Improvement Plan (CHIP), other community organizations will be addressing certain needs. The full Lorain County CHIP can be found at <http://www.hcno.org/community-services/community-health-assessments/> 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. This local alignment must take place by October 2020.

Note: This symbol  will be used throughout the report when a priority, indicator or strategy directly aligns with the 2017-2019 SHIP.


This aligned approach has resulted in less duplication, increased collaboration and sharing of resources. This report serves as the 2020-2022 Joint Community Health Implementation Strategy for Avon RH, LLC, UH Elyria Medical Center and Specialty Hospital of Lorain. It aligns with the 2020-2022 Lorain County Community Health Improvement Plan and meets the state of Ohio’s October 1, 2020 deadline.

Per requirements set forth in Section 501(r), a collaborating hospital facility meets the requirements for a joint implementation strategy, if the strategy (i) is clearly identified as applying to the hospital facility; (ii) clearly identifies the hospital facility’s particular role and responsibilities in taking the actions described in the implementation strategy and the resources the hospital facility plans to commit to such actions; and (iii) Includes a summary or other tool that helps the reader easily locate those portions of the joint implementation strategy that relate to the hospital facility.¹ This IS meets all these requirements and was developed to more clearly delineate the commitments made by University Hospitals to the overall community health improvement effort underway in Lorain County.

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 influenced the strategies outlined in this report and the development of the aligned Lorain County Community Health Improvement Plan (“CHIP”). This report more clearly delineates the commitments made by the Hospitals.

¹ 501r-3(c)(4)

The Hospitals are working with other partners in Lorain County to address the following priorities which were identified in the 2019 Avon RH, LLC-UH Elyria Medical Center- Specialty Hospital of Lorain CHNA:

1. Chronic disease 
2. Cancer

Hospital Mission Statements

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”).

Specialty Hospital of Lorain is a not for profit joint venture of Mercy Regional Health System, UH Elyria Medical Center, and Grace Hospital. It is a long term acute care hospital that provides acute care services for patients who are medically complex, critically ill, and require an extended period of hospitalization. Its mission is to extend the healing ministry of Jesus by improving the health of its community with emphasis on those who need long term acute care.

UH Avon Rehabilitation Hospital is a joint venture between University Hospitals and Kindred Healthcare, bringing together the expertise of both world-class organizations. UH Avon Rehabilitation Hospital’s mission is to improve the health, function and quality of life of the people in the communities they serve.

Community Served by the Hospital

The community has been defined as Lorain County. Most of the Hospitals’ discharges, (61%) of UH Avon Rehabilitation Hospital, (91%) of UH Elyria Medical Center and (89%) of Specialty Hospital of Lorain’s discharges were residents of Lorain County. In addition, University Hospitals collaborates with multiple stakeholders, most of which provide services at the county-level. For these two reasons, the county was defined as the community served by the hospital.

Alignment with Local and State Standards

Community Partners

The IS was done in collaboration with various agencies and service-providers within Lorain County. From June to July 2019, 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 Board of Lorain County
Mercy Health Allen Hospital
Mercy Health Lorain Hospital
Specialty Hospital of Lorain
University Hospitals Elyria Medical Center

Lorain County CHIP Acknowledgements

Amherst Exempted Village School District

Avon RH, LLC

Cleveland Clinic

Community Foundation of Lorain County

El Centro de Servicios Sociales, Inc.

Firelands Counseling & Recovery Services

French Creek YMCA

Linking Employment, Abilities, and Potential (LEAP)

Lorain County Board of Developmental Disabilities - Murray Ridge Center

Lorain County Drug Task Force

Lorain County Office on Aging

Silver Maple Recovery

The LCADA Way

The Nord Center

The Nord Family Foundation








United Way of Greater Lorain County

University Hospitals Avon Health Center

2019 CHNA Trends Summary Table

The 2019 Hospitals CHNA is a 172-page report that consists of county-level primary and secondary data for Lorain County. The following data are trends from the CHNA that support the priorities and strategies found in this IS. The full CHNA report can be found at: www.UHhospitals.org/CHNA-IS.


Adult Trend Summary






| Adult Variables | Lorain County 2011 | Lorain County 2015 | Lorain County 2018 | Ohio 2017 | U.S. 2017 |
|--|--------------------|--------------------|--------------------|-----------|-----------|
| Health Status | | | | | |
| Rated general health as good, very good, or excellent | 88% | 86% | 89% | 81% | 83% |
| Rated health as excellent or very good | 48% | 47% | 49% | 49% | 51% |
| Rated health as fair or poor  | 12% | 14% | 11% | 19% | 18% |
| Rated physical health as not good on four or more days (in the past 30 days) | 18% | 21% | 18% | 22%* | 22%* |
| Rated mental health as not good on four or more days (in the past 30 days) | 20% | 27% | 29% | 24%* | 23%* |
| Average days that physical health not good (in the past 30 days)  | N/A | 3.1 | 3.6 | 4.0† | 3.7† |
| Average days that mental health not good in past month  | N/A | 4.1 | 4.7 | 4.3† | 3.8† |
| Poor physical or mental health kept them from doing usual activities, such as self-care, work, or recreation (on at least one day during the past 30 days) | 18% | 27% | 25% | 22%* | 22%* |
| Health Care Access and Utilization | | | | | |
| Visited the doctor's office when needed health care services or advice | 75% | 80% | 73% | N/A | N/A |
| Had one or more persons they thought of as their personal doctor or health care provider | 83% | 81% | 84% | 81% | 77% |
| Did not see a doctor in the past year due to cost  | 20% | 18% | 14% | 11% | 13% |
| Visited a doctor for a routine checkup (in the past 12 months)  | 55% | 64% | 71% | 72% | 70% |
| Visited a doctor for a routine checkup (5 or more years ago) | 12% | 10% | 7% | 7% | 8% |
| Health Care Coverage | | | | | |
| Uninsured | 11% | 11% | 10% | 9% | 11% |
| Arthritis, Asthma & Diabetes | | | | | |
| Ever diagnosed with some form of arthritis | 35% | 34% | 36% | 29% | 25% |
| Had ever been told they have asthma  | 14% | 15% | 16% | 14% | 14% |
| Ever been told by a doctor they have diabetes (not pregnancy-related)  | 13% | 11% | 13% | 11% | 11% |
| Ever been diagnosed with pregnancy-related diabetes | 2% | 3% | 1% | 1% | 1% |
| Ever been diagnosed with pre-diabetes or borderline diabetes | N/A | 6% | 6% | 2% | 2% |

N/A - Not Available

*2016 BRFSS

**2016 BRFSS Data as compiled by 2018 County Health Rankings


 Indicates alignment with the Ohio State Health Assessment

| Adult Variables | Lorain County 2011 | Lorain County 2015 | Lorain County 2018 | Ohio 2017 | U.S. 2017 |
|--|--------------------|--------------------|--------------------|-----------|-----------|
| Cardiovascular Health | | | | | |
| Ever diagnosed with angina or coronary heart disease  | 6% | 6% | 5% | 5% | 4% |
| Ever diagnosed with a heart attack, or myocardial infarction | 6% | 3% | 5% | 6% | 4% |
| Ever diagnosed with a stroke | 2% | 4% | 3% | 4% | 3% |
| Had been told they had high blood pressure  | 35% | 36% | 34% | 35% | 32% |
| Had been told their blood cholesterol was high | 36% | 33% | 34% | 33% | 33% |
| Had their blood cholesterol checked within the past five years | N/A | 82% | 80% | 85% | 86% |
| Alcohol Consumption | | | | | |
| Current drinker (drank alcohol at least once in the past month) | 59% | 61% | 62% | 54% | 55% |
| Binge drinker (defined as consuming more than four [women] or five [men] alcoholic beverages on a single occasion in the past 30 days)  | 23% | 11% | 21% | 19% | 17% |
| Drinking and driving in the past month (had driven after drinking too much) | 4% | 1% | 8% | 4%* | 4%* |
| Tobacco Use | | | | | |
| Current smoker (smoked on some or all days)  | 22% | 22% | 12% | 21% | 17% |
| Former smoker (smoked 100 cigarettes in lifetime and now do not smoke) | 26% | 23% | 24% | 24% | 25% |
| Drug Use | | | | | |
| Adults who used marijuana in the past 6 months | 7% | 10% | 10% | N/A | N/A |
| Adults who used heroin in the past 6 months | 1% | <1% | <1% | N/A | N/A |
| Adults who misused prescription drugs in the past 6 months | 11% | 11% | 8% | N/A | N/A |
| Sexual Behavior | | | | | |
| Had more than one sexual partner in past year | 6% | 8% | 7% | N/A | N/A |
| Weight Status | | | | | |
| Normal Weight (BMI of 18.5 – 24.9) | 33% | 31% | 29% | 30% | 32% |
| Overweight (BMI of 25.0 – 29.9) | 35% | 32% | 32% | 34% | 35% |
| Obese (includes severely and morbidly obese, BMI of 30.0 and above)  | 32% | 37% | 38% | 34% | 32% |

N/A - Not Available

*2016 BRFSS

**2015 BRFSS


 Indicates alignment with the Ohio State Health Assessment

| Adult Variables | Lorain County 2011 | Lorain County 2015 | Lorain County 2018 | Ohio 2017 | U.S. 2017 |
|--|--------------------|--------------------|--------------------|-----------|-----------|
| Quality of Life | | | | | |
| Limited in some way because of physical, mental or emotional problem | 20% | 36% | 38% | 21%* | 21%* |
| Mental Health | | | | | |
| Considered attempting suicide (in the past 12 months) | 4% | 3% | 4% | N/A | N/A |
| Attempted suicide (in the past 12 months) | <1% | 1% | 1% | N/A | N/A |
| Two or more weeks in a row felt sad, blue or depressed | 13% | 20% | 13% | N/A | N/A |
| Oral Health | | | | | |
| Visited a dentist or a dental clinic (within the past year) | 60% | 66% | 69% | 68%* | 66%* |
| Visited a dentist or a dental clinic (5 or more years ago) | 14% | 12% | 10% | 11%* | 10%* |
| Had any permanent teeth extracted | N/A | N/A | 47% | 45%* | 43%* |
| Had all their natural teeth extracted (ages 65 and older) | N/A | N/A | 9% | 17%* | 14%* |
| Preventive Medicine | | | | | |
| Ever had a pneumonia vaccination (age 65 and older) | 68% | 82% | 76% | 76% | 75% |
| Had a flu shot within the past year (age 65 and older) | 68% | 82% | 80% | 63% | 60% |
| Ever had a shingles or zoster vaccine | N/A | 13% | 22% | 29% | 29% |
| Had a clinical breast exam in the past two years (age 40 & over) | N/A | 69% | 74% | N/A | N/A |
| Had a mammogram within the past two years (age 40 and older) | 79% | 75% | 77% | 74%* | 72%* |
| Had a Pap smear in the past three years (ages 21-65) | N/A | 68%** | 70% | 82%* | 80%* |
| Had a PSA test within the past year | 32% | 27% | 29% | N/A | N/A |
| Had a digital rectal exam within the past year | 26% | 17% | 21% | N/A | N/A |
| Social Determinants of Health | | | | | |
| Firearms kept in or around their home | 24% | 31% | 35% | N/A | N/A |

N/A - Not available

*2016 BRFSS

**2015 BRFSS

 Indicates alignment with the Ohio State Health Assessment

Youth Trend Summary

| Youth Variables | Lorain County 2018 6 th grade | Lorain County 2018 8 th grade | Lorain County 2018 10 th grade | Lorain County 2018 12 th grade |
|---|--|--|---|---|
| Weight Control | | | | |
| Physically active at least 60 minutes per day on every day in past week | 27% | 32% | 25% | 18% |
| Physically active at least 60 minutes per day on 5 or more days in past week | 48% | 56% | 53% | 38% |
| Did not participate in at least 60 minutes of physical activity on at least 1 day | 10% | 9% | 7% | 14% |
| Tobacco Use | | | | |
| Used tobacco in the past year | 1% | 7% | 11% | 26% |
| Current smokers | 1% | 4% | 3% | 8% |
| Alcohol Consumption | | | | |
| Youth who had alcohol in the past year | 8% | 17% | 36% | 59% |
| Current drinker | 3% | 8% | 17% | 32% |
| Rode with someone who was drinking | 11% | 12% | 11% | 11% |
| Drank and drove (of youth drivers) | N/A | N/A | 1% | 5% |
| Drug Use | | | | |
| Used marijuana in the past month | 1% | 5% | 13% | 31% |
| Used methamphetamines in the past year | <1% | <1% | <1% | 1% |
| Used cocaine in the past year | <1% | <1% | 1% | 3% |
| Used heroin in the past year | <1% | 0% | 0% | 1% |
| Used steroids in the past year | 2% | 1% | 1% | 1% |
| Used inhalants in the past year | 1% | 3% | 1% | 2% |
| Used ecstasy/MDMA in the past year | <1% | 1% | 1% | 3% |
| Used prescription drugs not prescribed for them in the past month | 1% | 2% | 2% | 6% |
| Mental Health | | | | |
| Youth who had seriously considered attempting suicide in the past year | 19% | 20% | 22% | 28% |
| Youth who had attempted suicide in the past year | 12% | 13% | 10% | 12% |
| Youth who felt sad or hopeless almost every day for 2 or more weeks in a row | 25% | 32% | 38% | 48% |
| Safety and Violence | | | | |
| Youth who carried a knife, club or other weapon at school | 5% | 8% | 8% | 7% |
| Youth who had been threatened with a handgun, knife or club | 4% | 6% | 5% | 3% |
| Youth who threatened to hurt another student by hitting, slapping or kicking | 17% | 25% | 22% | 16% |
| Youth who always wore a seatbelt when driving a car | N/A | N/A | 43% | 71% |

N/A - Not available

Priority Health Needs

Reminder: This symbol  will be used throughout the report when a priority, indicator or strategy directly aligns with the 2017-2019 SHIP.

Priorities:

The Lorain County Health Partners selected the following priority needs:

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

The Hospitals identified the following priorities for their respective hospitals:

1. UH Elyria Medical Center: Chronic Disease and Cancer*
2. Specialty Hospital of Lorain: Chronic Disease and Cancer*
3. UH Avon Rehabilitation Hospital: Chronic Disease

UH Elyria Medical Center* and Specialty Hospital of Lorain* initially selected substance abuse and mental health priorities but changed their focus to Cancer prior to the development of the IS. This was done based on the fact that most of UH Elyria Medical Center's efforts regarding substance use/misuse will be addressed through billable clinical services which do not meet the IRS definition of a "community benefit." Additionally, UH Elyria Medical Center will remain on the opioid taskforce. Lastly, Cancer was the leading cause of death in Lorain County in the 2019 Avon RH, LLC-UH Elyria Medical Center-Specialty Hospital of 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 the need, particularly regarding breast cancer.

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

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 HCNO 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.





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| University Hospitals Elyria Medical Center-Specialty Hospital of Lorain |
| CHNA Priority: Chronic Disease Management and Prevention  |
| Strategy 1: Community-based education, health screenings and physical activities to prevent and/or manage chronic diseases |
| Goal: Improve wellbeing of adults in Lorain County via chronic disease prevention and management. |
| <p>Objectives: By December 2022</p> <ul style="list-style-type: none"> • Increase the number of individuals screened for blood glucose, blood pressure, cholesterol, and bone density. (Target at least 150 individuals annually.) • Increase awareness and education of chronic disease self-management skills among 500 individuals annually. • Increase physical activity among adults in Lorain County. |
| <p>Action Steps:</p> <p>Year 1</p> <ul style="list-style-type: none"> • The Hospitals will jointly host Family Health & Safety Days and participate in health fairs throughout the city to conduct health screenings and increase access to information, emphasis on addressing diabetes and heart disease. (Track number of attendees and number of events.) • The Hospitals will provide free screenings in the community at faith-based organizations, senior centers, community centers, etc. to increase early detection of chronic diseases, emphasis on reaching populations with barriers to access health care. (Track number screened and positive screening results.) • The Hospitals will partner with Lorain County Health Partners to promote existing exercise classes. • UH Elyria Medical Center will provide physician talks on topics such as cardiac, diabetes, healthy lifestyles, weight management etc. (Track number of attendees and type of talks.) • UH Elyria Medical Center will continue to partner with the United We Sweat campaign to offer a walking program and a 6-week wellness challenge. (Track number of participants and relevant outcomes.) • UH Elyria Medical Center and Specialty Hospital of Lorain will implement obesity and diabetes prevention and intervention programs focused on nutrition, exercise and promotion of healthy lifestyles. (Track number of participants and relevant outcomes.) • UH Elyria Medical Center will re-establish partnerships with schools to educate students on the importance of a healthy diet and the MyPlate program. (Track number of participants.) <p>Years 2-3</p> <ul style="list-style-type: none"> • Continue Year 1 activities. • Explore interest with physicians regarding writing “prescriptions” for physical activity. Intervention is designed to increase awareness of existing programs in the county and to increase participation in hospital-based activities. |

- Launch physical activity prescription program, pending interest and feasibility.

*** Anticipated measurable outcomes:**





- By 2022, stop the upward trend of Lorain County female age-specific heart disease mortality (55-64 years) by staying at or below the last 5-year average (baseline: 103.3 deaths per 100,000 population, 2013-2017, in the 2019 Avon RH, LLC-UH Elyria Medical Center-Specialty Hospital of Lorain CHNA).
- By 2022, reduce age-adjusted incidence rate of diabetes for Lorain County adults from 9.2 new cases per 1,000 population in the 2019 Avon RH, LLC-UH Elyria Medical Center- Specialty Hospital of Lorain CHNA (compared to 6.3 per 1,000 population in Ohio).

Indicators used to measure progress:

- Female age-specific (55-64 years) heart disease mortality in Lorain County (Ohio Public Health Data Warehouse)
- Age-adjusted heart disease mortality rate by race and ethnicity in Lorain County (Centers for Disease Control and Prevention)
- Percent of adults who have been told by a doctor they have prediabetes (HCNO household survey) 
- Percent of Lorain County adults who have been told by a doctor they have diabetes (HCNO household survey) 
- Insufficient physical activity for Lorain County adults (HCNO household survey) 
- Percent of Lorain County diabetics age 19+ years who report body mass index (BMI) greater than or equal to 25 via UH Elyria Medical Center programming (UH data)
- Percent of Lorain County adults reporting no leisure time physical activity (HCNO household survey) 

Collaboration and Partnerships: American Diabetes Association, USDA, Avon RH, LCC, UH St. John Medical Center, Lorain County Schools, Cottages of Riverview, Chronicle Telegram

** 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.*

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| Avon RH, LLC (UH Avon Rehabilitation Hospital) |
| CHNA Priority: Chronic Disease Management and Prevention  |
| Strategy 1: Community-based education and health screenings to prevent and/or manage chronic diseases |
| Goal: Improve wellbeing of adults in Lorain County via chronic disease prevention and management. |
| Objective: By December 2022, screen at least 250 individuals annually in partnership with UH Elyria Medical Center and increase awareness and education regarding stroke prevention and overall wellness to 500 individuals annually. |
| <p>Action Steps:</p> <p>Years 1-3</p> <ul style="list-style-type: none"> • Increase publicity for UH Avon Rehabilitation Hospitals' wellness support group to reach community members, by partnering with UH Elyria Medical Center at community events and identifying appropriate media vehicles such as the UH Age Well, Be Well newsletter. (Track media outlets and reach.) • Provide physician talks at assisted living centers and other appropriate venues. (Track number of participants and events.) • Partner with UH Elyria Medical Center to participate in Family Health & Safety Days, employer sites, health fairs, etc. to assist with health screenings such as grip and balance and blood pressure checks. (Track number of attendees and positive screening results.) |
| <p>* Anticipated measurable outcomes:</p> <ul style="list-style-type: none"> • Reduce (or maintain) the percent of Medicare beneficiaries in Lorain County who were treated for stroke (baseline: 4.9% in the 2019 Avon RH, LLC-UH Elyria Medical Center- Specialty Hospital of Lorain CHNA). • Arrest the upward trend of Lorain County female age-adjusted heart disease mortality (55-64 years) by staying below the last 5-year average for Lorain County (baseline: 103.3 deaths per 100,000 population in the 2019 Avon RH, LLC-UH Elyria Medical Center- Specialty Hospital of Lorain CHNA). • Increase the percentage of Lorain County adults that participated in any physical activity in the past week (baseline: 22% in the 2019 Avon RH, LLC-UH Elyria Medical Center- Specialty Hospital of Lorain CHNA).  • Decrease (or maintain) the percentage of Lorain County adults who have been told by a doctor they have diabetes (baseline: 13% in the 2019 Avon RH, LLC-UH Elyria Medical Center- Specialty Hospital of Lorain CHNA).  |
| <p>Indicators used to measure progress:</p> <ul style="list-style-type: none"> • Percent of Medicare beneficiaries in Lorain County who were treated for stroke (Centers for Medicare & Medicaid Services, Healthy NEO website: http://www.healthyneo.org/) • Rate of female age-adjusted heart disease mortality (55-64 years) by staying below the last 5-year average for Lorain County (Ohio Public Health Data Warehouse) • Percent of Lorain County adults that participated in any physical activity in the past week (HCNO household survey)  • Percent of Lorain County adults who have been told by a doctor they have diabetes (HCNO household survey) • Percent of Medicare beneficiaries in Lorain County who were treated for hypertension (61.5% in 2017, Centers for Disease Control and Prevention, Healthy NEO website: http://www.healthyneo.org/) |
| 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: Cancer

Strategy 1: Increase screening and immunization rates in three cancers with evidence-based recommendations in target high-risk subpopulations in Lorain County

Goal: Decrease late-stage diagnoses outcomes by 2% in three cancers with evidence-based screening recommendations in target high-risk subpopulations in Lorain County.

Objective: By December 2022, improve accessibility of screenings in identified subpopulations.

Action Steps:

Year 1

- UH Elyria Medical Center will provide free mammograms to women in high-risk subpopulations in Lorain County. (Track number screened and positive screening results.)
- UH Elyria Medical Center and Specialty Hospital of Lorain will work with the Lorain County Community Health Partners' Cancer sub-team to compile county baseline data regarding cancer stage diagnose.
- Compile county baseline data regarding screening rates.
- Share data within Lorain County Health Partners to identify types of cancer and subpopulations of focus.
- Inventory outreach efforts in Lorain County.
- Compile data on what screening guidelines are currently being utilized.
- Explore feasibility of unified messaging across health systems.

Years 2-3

- Update data as it becomes available.
- Draft unified messaging if determined feasible. Suggest topics: insurance coverage, screening guidelines.
- Identify channels for dissemination of messaging that reach identified subpopulations and professionals (primary care doctors).
- Draft unified outreach plan.
- Implement recommendations from outreach plan.

* Anticipated measurable outcomes:

- Decrease late-stage diagnoses outcomes by 2% in three cancers with evidence-based screening recommendations in target high-risk subpopulations in Lorain County.

Indicators used to measure progress:

- Late stage diagnosis data (TBD by committee)
- Screening rate data (UH data)

Collaboration and Partnerships: American Cancer Society, Cleveland Clinic, Lorain County Free Clinic, Lorain County Health & Dentistry, Mercy Health

** 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: Cancer

Strategy 1: Decrease barriers to treatment

Goal: Decrease the number of eligible cases failing to initiate or continue treatment due to unmet needs by 2%.

Objective: By December 2022, improve accessibility to cancer treatment.

Action Steps:

Year 1

- UH Elyria Medical Center and Specialty Hospital of Lorain will work with the Lorain County Community Health Partners' Cancer sub-team to inventory cancer resource sources.
- Work with navigators and social workers to ensure inventory is complete.
- Update cancer resource sources as needed.
- Identify gaps in resources.

Year 2

- Identify additional channels for dissemination of information.
- Provide channels with appropriate materials.
- Select 1-2 gaps to improve services and resources.

Year 3

- Continue efforts of Years 1 and 2 and implement resource improvements.

* Anticipated measurable outcomes:

- Decrease the number of eligible cases in Lorain County failing to initiate or continue treatment due to unmet needs by 2%.

Indicators used to measure progress:

- Number of cancer resources (inventory)
- Number of channels receiving information (inventory)
- Percent of needs that are unmet (Baseline: of the 1% of Lorain County adults surveyed that looked for programs related to Cancer support group/counseling, 29% did not find a specific program, HCNO household survey.)
- Percent of patients initiating or completing treatment after diagnosis (hospital data)

Collaboration and Partnerships: American Cancer Society, Cleveland Clinic, Lorain County Free Clinic, Lorain County Health & Dentistry, Mercy Health

** 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 two of the priorities identified in the 2019 Avon RH, LLC-UH Elyria Medical Center- Specialty Hospital of Lorain CHNA.

In addition to the shift in focus to Cancer by UH Elyria Medical Center and Specialty Hospital of Lorain, 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 "community benefit" and/or are addressed at the UH System level. More specifically, they are required or expected of hospitals based on licensure or accreditation, are a routine standard of care or primarily benefit the organization rather than the community. This includes traditional clinical services such as progesterone treatment, depression screening, maternal and infant health and substance use risk assessments and treatment. Lastly community outreach staff from the Hospitals' remain engaged as thought-leaders on all the strategies as needed.

Chronic disease

- Healthy food access (healthy food initiative)

Maternal and child health

- Progesterone treatment
- Home visiting programs that begin prenatally
- Centering Pregnancy
- Interventions in language and literacy skills in children ages 1-5 through early childhood supports
- Interventions in social foundations in children ages 1-5 through early childhood supports
- Interventions in physical well-being and motor development in children ages 1-5 through early childhood supports

Mental health

- Community-based education to promote positive mental health
- Screen for clinical depression for all patients 12 years of age or older using a standardized tool
- School-based prevention programs and policies

Substance abuse

- Policies to decrease availability of tobacco products
- Community awareness and education of risky behaviors and substance abuse issues and trends
- Expand community efforts for education, identification, access to care and overdose prevention
- Screening, brief intervention and referral to treatment (SBIRT)

Community Collaborators

This IS was commissioned by University Hospitals in collaboration with the 2020-2022 Lorain County Community Health Improvement Plan process and the associated county partners; see Community Health Needs Assessment Committee listed on pages 4-5 of this report.

Qualifications of Consulting Company

The community health improvement process was facilitated by Emily Stearns, Community Health Improvement Coordinator at the Hospital Council of Northwest Ohio (HCNO). HCNO is a 501(c)(3) non-profit regional hospital association founded in 1972 that represents and advocates on behalf of its member hospitals and health systems and provides collaborative opportunities to enhance the health status of the citizens of Northwest Ohio. HCNO is respected as a neutral forum for community health improvement. HCNO has a track record of addressing health issues and health disparities collaboratively throughout northwest Ohio, and the state. Local and regional initiatives include: county-wide health assessments, community health improvement planning, strategic planning, disaster preparedness planning, Northwest Ohio Regional Trauma Registry, Healthcare Heroes Recognition Program and the Northwest Ohio Pathways HUB.

The Community Health Improvement division of HCNO has been conducting community health assessments (CHAs), community health improvement plans (CHIPs), and facilitating outcome focused multi-sectorial collaborations since 1999. HCNO has completed more than 90 CHAs in 44 counties. The model used by HCNO can be replicated in any type of county and therefore has been successful at the local and regional level, as well as for urban, suburban and rural communities.

The HCNO Community Health Improvement Division has six full time staff members with Master's Degrees in Public Health (MPH), who are dedicated solely to CHAs, CHIPs and other community health improvement initiatives. HCNO also works regularly with professors at the University of Toledo, along with multiple graduate assistants to form a very experienced and accomplished team. The HCNO team has presented at multiple national, state and local conferences including the Centers for Disease Control and Prevention's Behavioral Risk Factor Surveillance System (BRFSS) conference, the Association of Community Health Improvement (ACHI) national conference, the Ohio Hospital Association (OHA) state conference, the Ohio Association of Health Commissioners (AOHC) and others.

The aligned 2020-2022 Joint Avon RH, LLC, University Hospitals Elyria Medical Center and Specialty Hospital of Lorain IS was compiled and written by Danielle Price, 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. Ms. Price has a Bachelor's degree from the Wharton School of Business, University of Pennsylvania and a Master of Science in Social Administration (MSSA) degree from the Mandel School of Applied Social Science at Case Western Reserve University.

Contact

For more information about the Implementation Plan, please contact:

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Appendix A

2020-2022 Lorain County Community Health Improvement Plan Strategies

Priority #1: Chronic Disease

Strategic Plan of Action

To work toward improving chronic disease outcomes, the following strategies are recommended:

| Priority #1: Chronic Disease | | | |
|---|---------------|--------------------------|--|
| Facilitating Organization: Lorain County Public Health | | | |
| Goal 1: By 2022, stop the upward trend of female age-specific heart disease mortality (55-64 years) by staying at or below the last 5-year average (2013-2017, 103.3 deaths per 100,000 population). | | | |
| Strategy 1: Prescriptions for physical activity | | | |
| Objective 1: By July 30, 2022, implement exercise prescriptions in 2 communities and implement 3 new ways to promote exercise in underserved areas. | | | |
| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
| Year 1: Research and recommend best practices for implementing and evaluating exercise prescriptions. Ensure focus on priority population (i.e. females aged 55-64, heart disease mortality) and underserved areas. Implement strategy through the Move Amherst pilot and work to enhance and evaluate systems changes made by local healthcare providers. Collect and summarize data to help expand similar model into another community. | 2020 | Females age 55-64 years. | Age adjusted heart disease mortality rate Female age-specific (55-64 years) Heart Disease Mortality Insufficient physical activity (adult) |
| Year 2: Analyze year 1 data from the Amherst area pilot. Make changes based on lessons learned. Ensure focus on priority population (i.e. females aged 55-64, heart disease mortality) and underserved areas. Establish exercise prescriptions and expanded exercise promotion in a second community. | 2021 | | |
| Year 3: Analyze evaluation data from years 1 and 2. Make changes to implement in year 3. Continue to ensure focus on health disparities and underserved areas. Ensure plans to sustain systems, policy, and/or environmental changes completed over the last 3 years. Recommend a model to expand exercise prescriptions to specific demographics countywide. | July 30, 2022 | | |
| Type of Strategy: <input type="radio"/> Social determinants of health <input type="radio"/> Public health system, prevention and health behaviors <input checked="" type="radio"/> Healthcare system and access <input type="radio"/> Not SHIP Identified | | | |
| Strategy identified as likely to decrease disparities? <input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Not SHIP Identified | | | |



| Priority #1: Chronic Disease | | | |
|--|----------|---------------------|---|
| Facilitating Organization: Lorain County Public Health | | | |
| Goal 1: By 2022, stop the upward trend of female age-specific heart disease mortality (55-64 years) by staying at or below the last 5-year average (2013-2017, 103.3 deaths per 100,000 population). | | | |
| Strategy 1: Prescriptions for physical activity | | | |
| Objective 1: By July 30, 2022, implement exercise prescriptions in 2 communities and implement 3 new ways to promote exercise in underserved areas. | | | |
| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
| CHIP Priority Team Members: Amherst Exempted Village School District, CareSource, Cleveland Clinic, French Creek YMCA, LEAP, Lorain City School District, Lorain County Free Clinic, Lorain County Health & Dentistry, Lorain County Metro Parks, Mercy Health, Mercy Health Parish Nursing, Murray Ridge Center, Our FAMILY, Specialty Hospital of Lorain, University Hospitals Avon Health Center, University Hospitals Elyria Medical Center | | | |
| Resources to address strategy: United We Sweat free fitness classes & walking groups, Move Amherst route, Lorain County Metro Parks, local walking and bike maps, United We Sweat committee, collaboratives/coalitions in Lorain County Communities (i.e. Live Healthy Lorain) | | | |

Priority #2: Maternal and Child Health

Strategic Plan of Action

To work toward improving maternal and child health outcomes, the following strategies are recommended:

| Priority #2: Maternal and Child Health | | | |
|--|---------------|---------------------|---|
| Facilitating Organization: Lorain County Public Health | | | |
| Goal 1: Decrease preterm birth rates by 10% in Lorain County. | | | |
| Strategy 1: Progesterone treatment | | | |
| Objective: By July 30, 2023, increase the use of progesterone for eligible pregnant women by 10% in Lorain County. | | | |
| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
| Year 1: Gather data from hospital/health systems to identify how progesterone candidates are currently identified, as well as current barriers to progesterone distribution. | July 30, 2021 | Pregnant women | Preterm births: Preterm (<37 weeks gestation) births per 1,000 live births. |
| Year 2: Based on data collected in year 1, develop and implement a plan to increase the use of progesterone for eligible pregnant women. Determine strategies to increase education for pregnant women regarding recognizing signs, symptoms, and risk factors of giving birth prematurely. | July 30, 2022 | | |
| Year 3: Continue efforts from years 1 and 2. | July 30, 2023 | | |
| Type of Strategy: | | | |
| <input type="radio"/> Social determinants of health <input checked="" type="radio"/> Healthcare system and access <input type="radio"/> Public health system, prevention and health behaviors <input type="radio"/> Not SHIP Identified | | | |
| Strategy identified as likely to decrease disparities? | | | |
| <input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not SHIP Identified | | | |
| CHIP Priority Team Members: Catholic Charities, Child Care Resource Center, Cleveland Clinic, Cornerstone Pregnancy Services, Horizon Education Centers, Lorain County Board of Developmental Disabilities, Lorain County Health & Dentistry, Lorain County Jobs and Family Services, Mercy Health Resource Mothers Program, University Hospitals Elyria Medical Center | | | |
| Resources to address strategy: Lorain County hospitals and healthcare systems | | | |

| | | | |
|---|----------|---------------------|---|
| Priority #3: Mental Health  | | | |
| Facilitating Organization: Mental Health, Addiction and Recovery Services Board of Lorain County | | | |
| Goal 1: Arrest upward trend of overall suicide deaths by staying at or below the last 5-year average (2013-2017 average of 49 suicides per year, or 16 deaths per 100,000 population) for the period of 2018-2022. | | | |
| Strategy 2: Screen for clinical depression for all patients 12 or older using a standardized tool  | | | |
| Objective: Informed by an environmental review of existing screening activities, increase the number of individuals who are screened by a minimum of 10% using standardized depression screening tools that are culturally and age-relevant, on or before December 31, 2022. | | | |
| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
| CHIP Priority Team Members: Cleveland Clinic, Far West Center, Firelands Counseling and Recovery Services, Horizon Education Center, Lorain County Children Services, Lorain County Health & Dentistry, Lorain County Jobs and Family Services, Lorain County Public Health, Mercy Health, The Nord Center | | | |
| Resources to address strategy: Mental Health, Addiction, and Recovery Services Board of Lorain County, PHQ-9 or PHQ-A or other screening tool | | | |

| Priority #3: Mental Health | | | |
|--|-----------------|--|--|
| Facilitating Organization: Mental Health, Addiction and Recovery Services Board of Lorain County | | | |
| Goal 1: Arrest upward trend of overall suicide deaths by staying at or below the last 5-year average (2013-2017 average of 49 suicides per year, or 16 deaths per 100,000 population) for the period of 2018-2022. | | | |
| Strategy 3: School-based prevention programs and policies | | | |
| Objective: By the start of the 2022-2023 school year, offer at least two new or expanded youth prevention programs proven to influence mental health outcomes for 8 th to 12 th grade students, reaching 10% more students in public school or pre- and after-school settings. | | | |
| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
| <p>Year 1: Members of the Children’s Subcommittee of the Lorain County Suicide Prevention Coalition, in partnership with the Educational Service Center, create an inventory of prevention programming and intervention services that are available to Lorain County school districts. Include pertinent information (grade levels, time commitment, cost).</p> <p>Create a similar guide that lists which districts, schools, and grade levels are currently participating in the above programming, and develop an estimated baseline of the number of children served, by grade level. Ensure the information is easily accessible to Lorain County Health Partners.</p> <p>Schedule a meeting with key stakeholders and the Educational Service Center to determine best ways to approach school districts/superintendents with program and service offerings. Discuss opportunities to incorporate or supplement information within current curriculums.</p> | July 30, 2020 | 8 th to 12 th grade students | <p>Number of youth enrolled in or experiencing youth school-based prevention programming offerings</p> <p>Future outcomes measurement: PRIDE survey for 8th, 10th and 12th grades</p> |
| <p>Year 2: Continue efforts of year 1.</p> <p>Research and determine the feasibility of launching or expanding the following or other identified programs/services:</p> <ul style="list-style-type: none"> • Teen Mental Health First Aid (tMHFA) across public high schools after pilot program • Expanding Coping with Stress high-school program • CAST (Coping and Support Training), a small-group 12-week program that can be offered in middle and high schools • Mentoring programs and opportunities, for example: Ashland County’s Multi-Generational Mentoring (MGM) program • Expanding pre-school The PAX Good Behavior Game, The Incredible Years • Trauma intervention services for all ages, like the Handle With Care Program <p>Secure funding, instructors, materials for any new programs selected.</p> | July 30, 2021 | | |
| <p>Year 3: Continue efforts of years 1 and 2. Launch or expand programs. Possible future action: use</p> | August 15, 2022 | | |


| Priority #3: Mental Health | | | |
|---|----------|---------------------|---|
| Facilitating Organization: Mental Health, Addiction and Recovery Services Board of Lorain County | | | |
| Goal 1: Arrest upward trend of overall suicide deaths by staying at or below the last 5-year average (2013-2017 average of 49 suicides per year, or 16 deaths per 100,000 population) for the period of 2018-2022. | | | |
| Strategy 3: School-based prevention programs and policies | | | |
| Objective: By the start of the 2022-2023 school year, offer at least two new or expanded youth prevention programs proven to influence mental health outcomes for 8 th to 12 th grade students, reaching 10% more students in public school or pre- and after-school settings. | | | |
| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
| PRIDE Survey data to determine impacts in 8 th , 10 th and 12 th grades. | | | |
| Type of Strategy: | | | |
| <input type="radio"/> Social determinants of health <input type="radio"/> Healthcare system and access <input checked="" type="radio"/> Public health system, prevention and health behaviors <input type="radio"/> Not SHIP Identified | | | |
| Strategy identified as likely to decrease disparities? | | | |
| <input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Not SHIP Identified | | | |
| CHIP Priority Team Members: Cleveland Clinic, Far West Center, Firelands Counseling and Recovery Services, Horizon Education Center, Lorain County Children Services, Lorain County Health & Dentistry, Lorain County Jobs and Family Services, Lorain County Public Health, Mercy Health, The Nord Center | | | |
| Resources to address strategy: Lorain Public Health, Healthy Kids Achieve More Network, Educational Service Center of Lorain County, Communities That Care, local school districts, County MHARS/ADAMHS partners (Ashland, Stark), existing law enforcement partnerships, evidence-based social and emotional programs, ODE social and emotional instruction resources | | | |



Priority #4: Substance Abuse

Strategic Plan of Action

To work toward decreasing substance abuse, the following strategies are recommended:

| Priority #4: Substance Abuse | | | |
|---|-------------------|---------------------|---|
| Facilitating Organization: Mental Health, Addiction and Recovery Services Board of Lorain County | | | |
| Goal 1: By December 31, 2022, Lorain County will see a decrease in adult tobacco use (20% or below of adults will be current smokers) and youth tobacco use (23% or below vaping and 10% or below smoking traditional tobacco). | | | |
| Strategy 1: Policies to decrease availability of tobacco products | | | |
| Objective: Adopt or improve at least 5 tobacco-free policies by December 31, 2022 | | | |
| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
| <p>Year 1: Raise awareness of the recently passed Tobacco 21 initiative.</p> <p>Begin efforts to adopt or improve tobacco-free policies in schools, worksites and other public locations. Ensure all forms of tobacco are included (i.e. e-cigarettes).</p> <p>Reach out to other entities who have implemented these policies to learn best practices, strategies to approach decision makers, and to learn of potential barriers and challenges.</p> <p>Develop strategies to provide support to entities adopting tobacco-free policies</p> | December 31, 2020 | Adult and youth | <p>Adult smoking: Percent of adults who currently smoke some or all days</p> <p>Youth smoking: Percent of youth who smoked cigarettes or vaped in the past 30 days</p> <p>Access to tobacco products: Number of tobacco retailers per 1,000 people)</p> |
| <p>Year 2: Continue efforts of year 1. Recruit additional entities for adoption or improvement of smoke-free policies.</p> <p>Develop evaluation strategies to evaluate policies and progress toward goal.</p> | December 31, 2021 | | |
| <p>Year 3: Continue efforts from years 1 and 2.</p> <p>Adopt or improve at least 5 total tobacco-free policies in county parks, fairgrounds, schools, or other public locations.</p> | December 31, 2022 | | |
| <p>Type of Strategy:</p> <p> <input type="radio"/> Social determinants of health <input checked="" type="radio"/> Public health system, prevention and health behaviors <input type="radio"/> Healthcare system and access <input type="radio"/> Not SHIP Identified </p> | | | |
| <p>Strategy identified as likely to decrease disparities?</p> <p> <input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Not SHIP Identified </p> | | | |
| <p>CHIP Priority Team Members: Cleveland Clinic, Communities That Care of Lorain County, Firelands Counseling and Recovery Services, Let's Get Real, Lorain County Children's Services, Lorain County Health & Dentistry, Lorain County Job and Family Services, Lorain County Opiate Action Team, Lorain County Public Health, Mercy Health, The LCADA Way, The Nord Center, University Hospitals Elyria Medical Center</p> | | | |
| <p>Resources to address strategy: Current Lorain Public Health tobacco grant, Lorain Public Health, current tobacco ordinances, county tobacco cessation offerings, collaboration with Communities That Care of Lorain County</p> | | | |
| <p>*Note: Strategy is identified as cross-cutting (impacts more than one priority area)</p> | | | |

| Priority #4: Substance Abuse  | | | | | | | |
|--|--|---------------------|---|---|--|---|--|
| Facilitating Organization: Mental Health, Addiction and Recovery Services Board of Lorain County | | | | | | | |
| Goal 2: Increase perception of risk of marijuana use in youth by 10% by December 31, 2022 | | | | | | | |
| Strategy 1: Community awareness and education of risky behaviors and substance abuse issues and trends | | | | | | | |
| Objective: Conduct at least 1 coordinated campaign among Lorain County organizations by December 31, 2022 | | | | | | | |
| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: | | | | |
| <p>Year 1. Continue existing awareness campaigns to increase education and awareness of risky behaviors and substance abuse issues and trends.</p> <p>Work with organizations to determine best ways to educate community and parents (social media, newspaper, school websites or newsletters, television, church bulletins, etc.). Determine unified messaging approaches across organizations.</p> <p>Create a collaborative resource hub for partners and the community housing accurate and consistent information regarding marijuana, including facts about medical and recreational marijuana, sample policies for schools, employers and other entities, and local data.</p> | December 31, 2020 | Youth and adult | Youth perceptions: Percent of youth identifying a “great risk” of harm to smoke marijuana | | | | |
| <p>Year 2: Continue efforts of Year 1.</p> <p>Continue to seek updated and consistent information for toolkits and expand access to the community.</p> | December 31, 2021 | | | | | | |
| <p>Year 3: Continue efforts of years 1 and 2.</p> | December 31, 2022 | | | | | | |
| <p>Type of Strategy:</p> <table border="0"> <tr> <td><input type="radio"/> Social determinants of health</td> <td><input type="radio"/> Healthcare system and access</td> </tr> <tr> <td><input type="radio"/> Public health system, prevention and health behaviors</td> <td><input checked="" type="radio"/> Not SHIP Identified</td> </tr> </table> | | | | <input type="radio"/> Social determinants of health | <input type="radio"/> Healthcare system and access | <input type="radio"/> Public health system, prevention and health behaviors | <input checked="" type="radio"/> Not SHIP Identified |
| <input type="radio"/> Social determinants of health | <input type="radio"/> Healthcare system and access | | | | | | |
| <input type="radio"/> Public health system, prevention and health behaviors | <input checked="" type="radio"/> Not SHIP Identified | | | | | | |
| <p>Strategy identified as likely to decrease disparities?</p> <p><input type="radio"/> Yes <input type="radio"/> No <input checked="" type="radio"/> Not SHIP Identified</p> | | | | | | | |
| <p>CHIP Priority Team Members: Cleveland Clinic, Communities That Care of Lorain County, Firelands Counseling and Recovery Services, Let’s Get Real, Lorain County Children’s Services, Lorain County Health & Dentistry, Lorain County Job and Family Services, Lorain County Opiate Action Team, Lorain County Public Health, Mercy Health, The LCADA Way, The Nord Center, University Hospitals Elyria Medical Center</p> | | | | | | | |
| <p>Resources to address strategy: Communities That Care of Lorain County</p> | | | | | | | |

| Priority #4: Substance Abuse  | | | |
|--|---------------|---------------------|---|
| Facilitating Organization: Mental Health, Addiction and Recovery Services Board of Lorain County | | | |
| Goal 3: Decrease unintentional drug overdose deaths by 10% by December 31, 2022 | | | |
| Strategy 1: Expand community efforts for education, identification, access to care and overdose prevention | | | |
| Objective: Using a delineated process, implement SBIRT screenings within at least 3 new settings by July 30, 2022 | | | |
| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
| Year 1: Increase coordination of existing treatment engagement efforts (e.g. Warm Handoff, QRT) to increase efficiency of access to care Expand existing efforts around naloxone distribution including proactive distribution to families Introduce or re-introduce a screening, brief intervention and referral to treatment model (SBIRT) to health care professionals. Pilot the screening tool with at least one additional location. | July 30, 2020 | Adult and youth | Unintentional drug overdose deaths: Number of deaths dues to unintentional drug overdoses per 100,000 population (age adjusted)  |
| Year 2: Continue efforts of Year 1 Create and Implement marketing plan for stigma reduction | July 30, 2021 | | |
| Year 3: Continue efforts from year 2. Increase the number of Certified Peer Recovery Supports through training and support with the application processes | July 30, 2022 | | |
| Type of Strategy: <input type="radio"/> Social determinants of health <input type="radio"/> Public health system, prevention and health behaviors <input checked="" type="radio"/> Healthcare system and access <input type="radio"/> Not SHIP Identified | | | |
| Strategy identified as likely to decrease disparities? <input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Not SHIP Identified | | | |
| CHIP Priority Team Members: Cleveland Clinic, Communities That Care of Lorain County, Firelands Counseling and Recovery Services, Let's Get Real, Lorain County Children's Services, Lorain County Health & Dentistry, Lorain County Job and Family Services, Lorain County Opiate Action Team, Lorain County Public Health, Mercy Health, The LCADA Way, The Nord Center, University Hospitals Elyria Medical Center | | | |
| Resources to address strategy: Mental Health, Addiction and Recovery Services Board of Lorain County, Lorain County Opiate Action Team, Lorain County Public Health, OMHAS-Peer Support Training | | | |

| Priority #4: Substance Abuse | | | |
|---|-------------------|---------------------|--|
| Facilitating Organization: Mental Health, Addiction and Recovery Services Board of Lorain County | | | |
| Goal 4: Decrease binge drinking in those under age 30 by 10% by December 31, 2022 | | | |
| Strategy 1: Screening, brief intervention and referral to treatment (SBIRT) | | | |
| Objective: Increase the number of healthcare providers using the SBIRT model by 25% from baseline. | | | |
| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
| <p>Year 1:</p> <p>Collect baseline data on the number of medical entities that currently screen for drug and alcohol abuse, and at what age they start screening.</p> <p>Introduce or re-introduce a screening, brief intervention and referral to treatment model (SBIRT) in medical locations. Pilot the screening tool with one additional location.</p> | December 30, 2020 | Adult | Binge drinking: Percent of adults/youth under age 30 who consumed 4 or more drinks on occasion (females) or 5 or more drinks on occasion (males) in the past 30 days |
| <p>Year 2: Continue efforts from year 1.</p> <p>Determine feasibility of offering SBIRT screenings in additional (non-medical) settings (schools, Boys and Girls Club, etc.).</p> <p>Work with both public and private providers to ensure that clinicians have up to date community resources and processes for referral.</p> | December 30, 2021 | | |
| <p>Year 3: Continue efforts from year 1 and year 2.</p> <p>Increase the number of healthcare providers using the SBIRT model by 25% from baseline.</p> | December 30, 2022 | | |
| <p>Type of Strategy:</p> <p> <input type="radio"/> Social determinants of health <input checked="" type="radio"/> Healthcare system and access <input type="radio"/> Public health system, prevention and health behaviors <input type="radio"/> Not SHIP Identified </p> | | | |
| <p>Strategy identified as likely to decrease disparities?</p> <p> <input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Not SHIP Identified </p> | | | |
| <p>CHIP Priority Team Members: Cleveland Clinic, Communities That Care of Lorain County, Firelands Counseling and Recovery Services, Let's Get Real, Lorain County Children's Services, Lorain County Health & Dentistry, Lorain County Job and Family Services, Lorain County Opiate Action Team, Lorain County Public Health, Mercy Health, The LCADA Way, The Nord Center, University Hospitals Elyria Medical Center</p> | | | |
| <p>Resources to address strategy: Mental Health, Addiction and Recovery Services Board of Lorain County, Lorain County Public Health, OMHAS SBIRT resources</p> | | | |

Priority #5: Cancer

Strategic Plan of Action

To work toward improving cancer outcomes, the following strategies are recommended:

| Priority #5: Cancer | | | |
|---|----------------|---|--|
| Facilitating Organization: Lorain County Public Health | | | |
| Goal 1: Decrease late-stage diagnoses outcomes by 2% in three cancers with evidence-based screening recommendations in target high-risk subpopulations. | | | |
| Strategy 1: Increase screening and immunization rates in three cancers with evidence-based recommendations in target high-risk subpopulations | | | |
| Objective: Improve accessibility of screenings in identified subpopulations | | | |
| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
| Year 1: Compile county baseline data regarding cancer stage diagnoses. | Jul 31, 2020 | Adults (within age groups for recommended guidelines) | Late stage diagnosis data Screening rate data |
| Compile county baseline data regarding screening rates. | Jul 31, 2020 | | |
| Share data within Lorain County Health Partners to identify types of cancer and subpopulations of focus | Jul 31, 2020 | | |
| Inventory outreach efforts in the county | Dec 31, 2020 | | |
| Compile data on what screening guidelines are currently being utilized | Dec 31, 2020 | | |
| Explore feasibility of unified messaging across health systems | Dec 31, 2020 | | |
| Year 2: Update data as it becomes available. | March 31, 2021 | | |
| Draft unified messaging if determined feasible. Suggest topics: insurance coverage, screening guidelines | March 31, 2021 | | |
| Identify channels for dissemination of messaging that reach identified subpopulations and professionals (primary care doctors) | June 30, 2021 | | |
| Draft unified outreach plan | Dec 31, 2021 | | |
| Implement recommendations from outreach plan | Dec 31, 2021 | | |

Priority #5: Cancer

Facilitating Organization: Lorain County Public Health

Goal 1: Decrease late-stage diagnoses outcomes by 2% in three cancers with evidence-based screening recommendations in target high-risk subpopulations.

Strategy 1: Increase screening and immunization rates in three cancers with evidence-based recommendations in target high-risk subpopulations

Objective: Improve accessibility of screenings in identified subpopulations

| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
|--|---------------|---------------------|---|
| Year 3: Continue efforts from Years 1 and 2 | July 30, 2022 | | |

Type of Strategy:

- Social determinants of health
- Public health system, prevention and health behaviors
- Healthcare system and access
- Not SHIP Identified

Strategy identified as likely to decrease disparities?

- Yes
- No
- Not SHIP Identified

CHIP Priority Team Members: American Cancer Society, Cleveland Clinic, Lorain County Free Clinic, Lorain County Health & Dentistry, Mercy Health

Resources to address strategy: Informatics, data from hospital systems, screening and immunization rate data

Priority #5: Cancer

Facilitating Organization: Lorain County Public Health

Goal 2: Decrease number of eligible cases failing to initiate or continue treatment due to unmet needs by 2%.

Strategy 1: Decrease barriers to treatment

Objective: Improve accessibility to cancer treatment

| Action Step | Timeline | Priority Population | Indicator(s) to measure impact of strategy: |
|--|---------------|---------------------|---|
| Year 1: Inventory cancer resource sources | July 31, 2020 | Adult | Number of cancer resources Number of channels receiving information Percent of needs that are unmet Percent of patients initiating or completing treatment after diagnosis |
| Work with navigators and social workers to ensure inventory is complete. | Dec 31, 2020 | | |
| Update cancer resource sources as needed | Dec 31, 2020 | | |
| Identify gaps in resources | Dec 31, 2020 | | |
| Year 2: Identify additional channels for dissemination of information. | July 30, 2021 | | |
| Provide channels with appropriate materials | Dec 31, 2021 | | |
| Select 1-2 gaps to improve services and resources | Dec 31, 2021 | | |
| Year 3: Continue efforts of Years 1 and 2 and implement resource improvements | Dec 31, 2022 | | |

Type of Strategy:

- Social determinants of health
- Public health system, prevention and health behaviors
- Healthcare system and access
- Not SHIP Identified

Strategy identified as likely to decrease disparities?

- Yes
- No
- Not SHIP Identified

CHIP Priority Team Members: American Cancer Society, Cleveland Clinic, Lorain County Free Clinic, Lorain County Health & Dentistry, Mercy Health

Resources to address strategy: Oncology social workers, unmet needs data, loss to follow up data