



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Year FY23

Saint Alphonsus Medical Center- Baker City (SAMC-BC) completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on May 26, 2022. SAMC-BC performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment considered a comprehensive review of secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data collection, including input from representatives of the community, community members and various community organizations.

The complete CHNA report is available electronically at <https://www.saintalphonsus.org/assets/documents/baker-city/22-baker-chna-update.pdf> or printed copies are available at 3325 Pochontas Road, Baker City, OR 97814.

Our Mission

We, Saint Alphonsus Health System, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

Our Hospitals

Saint Alphonsus Medical Center Baker City (SAMC-BC) is a 25-bed critical access hospital. Located in Baker City, Oregon and nestled beneath the Elkhorn Mountains, SAMC-BC serves Baker County and surrounding areas. Having been a part of Baker County for nearly 113 years, we have developed relationships with those we serve—in many ways. Our concern and personal touch have become our tradition, and our professionalism and warmth continue to radiate into our community.

Our Community Based Services

In addition to the SAMC-BC critical access facility, Saint Alphonsus operates a Saint Alphonsus Medical Group facility on the hospital campus providing family and internal medicine practices and operates a Community Health Worker Hub whose colleagues work onsite at the hospital as well as at the Baker Early Learning Center (BELC) and across the Baker School District locations.

Our Community

Baker County is notable for being very rural and sparsely populated. The population has a significantly higher 65 and older demographic, with a median age more than 10 years greater than the overall U.S. population. Since the 2019 CHNA, the percentage of Hispanic/Latinx population has grown, the number of veterans and population with a disability has decreased, and the median household income increased slightly. The percentage of owner-occupied units also increased. Socioeconomic status and educational attainment are significantly lower than the state of Oregon and the United States.

Our Approach to Health Equity

While community health needs assessments (CHNA) and Implementation Strategies are required by the IRS, Trinity Health ministries have historically conducted CHNAs and developed Implementation Strategies as a way to meaningfully engage our communities and plan our Community Health & Well-Being (CHWB) work. Community Health & Well-Being promotes optimal health for those who are experiencing poverty or other vulnerabilities in the communities we serve by connecting social and clinical care, addressing social needs, dismantling systemic racism, and reducing health inequities. Trinity Health has adopted the Robert Wood Johnson Foundation's definition of Health Equity - "Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care."

This implementation strategy was developed in partnership with community and will focus on specific populations and geographies most impacted by the needs being addressed. Racial equity principles were used throughout the development of this plan and will continue to be used during the implementation. The strategies implemented will mostly focus on policy, systems and environmental change as these systems changes are needed to dismantle racism and promote health and wellbeing for all members of the communities we serve.

Health Needs of the Community

The CHNA conducted in fall 2021 identified the significant health needs within the SAMC-BC community. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified, in order of priority include:

1. Pharmacies and Access to Medications
2. Healthcare Access
3. Housing and Homelessness
4. Behavioral Health Services
5. Mental and Behavioral Health Concerns
6. Education
7. Workforce Shortages
8. Livable Wage Jobs
9. Chronic Disease Prevention and Management
10. Transportation
11. Food Security
12. Tobacco and Substance Use

Hospital Implementation Strategy

Significant health needs to be addressed

SAMC-BC, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following health needs:

- 1 Healthcare Access** – CHNA pages 25-28.
- 2 Education**– CHNA pages 41- 46.
- 3 Transportation** – CHNA pages 23-24.

Significant health needs that will not be addressed

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

- **Pharmacies and Access to Medications** – SAMC-BC does not plan to directly address this particular need because the service to provide for this need is listed under the Healthcare Access implementation strategy. Saint Alphonsus Community Health Workers (CHWs) located at SAMC-BC and within the Baker Early Learning Center (BELC) will assist patients with access to pharmacies and medications by conducting screenings with patients and conducting alternative arrangements to obtain prescriptions from online, mail, or other regional pharmacies, making arrangements for pickup of medications, or other arrangements as needed by the patients.
- **Housing and Homelessness** – SAMC-BC does not plan to directly address this particular need because this need is addressed by other organizations within the community. However, Saint Alphonsus Community Health & Well-Being (CHWB) colleagues do participate in the EOCCO Workforce Housing Task Force and participate in regular discussions with other regional and state collaboratives working to address housing and homelessness. The current market in Baker has made it challenging to participate in new builds. Additionally, CHWs do screen patients for housing needs in the social needs screening tool in Epic and connect patients to local community resources for rental assistance or housing services as needed.
- **Behavioral Health Services** – SAMC-BC does not plan to directly address this particular need because this need is addressed by other organizations within the community. However, SAMC-BC does partner with mental and behavioral health service providers in the region, and CHWs screen and refer patients to these partners in need of mental and behavioral health services.
- **Social Isolation, Mental Health & Suicide** – SAMC-BC does not plan to directly address this particular need because this need is addressed by other organizations. However, SAMC-BC CHWs do participate in city suicide prevention work groups. The CHWB Department also is trained and offers Question Persuade Refer (QPR) classes for colleagues across the health system, and also are trained in Mental Health First Aid for adults and youth.
- **Workforce Shortages** – SAMC-BC does not plan to directly address this particular need because this need is not within the purview of SAMC-BC. However, Saint Alphonsus' Human Resources, SAMC-BC leadership, and the CHWB Department do participate in Eastern Oregon Workforce Boards and have developed internal strategies to address recruitment and retention efforts specifically within the Baker City service area.
- **Livable Wage Jobs** – SAMC-BC does not plan to directly address this particular need because it is not within the purview of SAMC-BC. However, Saint Alphonsus has increased its base wage twice in the past two years and does offer a livable wage to its colleagues.
- **Chronic Disease Management & Preventions** – SAMC-BC does not plan to directly address this particular need because these are part of the standard healthcare service provisions of SAMC-BC and the Saint Alphonsus Medical Group Baker City Clinic.

- **Food Security** – SAMC-BC does not plan to directly address this particular need because it is addressed by other community organizations. However, The CHWs do assess patients for food security as part of the social needs screening process, and they connect them to food resources within the community such as WIC or SNAP programs or local pantries and food distribution programs.
- **Tobacco and Substance Use** – SAMC-BC does not plan to directly address this particular need because it is addressed by other community organizations. SAMC-BC does have one colleague trained as a Tobacco Treatment Specialist (TTS) to support the effort to reduce tobacco and vape use among SAMC-BC patients. Saint Alphonsus does receive funding and provides tobacco reduction curriculum across the health system.

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners, has determined to address. The hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During this year, other organizations in the community may decide to address certain needs, indicating that the hospital then should refocus its limited resources to best serve the community. Additionally, SAMC-BC will complete a full CHNA in 2023 and a subsequent CHNA Implementation Strategy with a three-year term in late 2023.

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Healthcare Access



Hospital facility: Saint Alphonsus Medical Center- Baker City

CHNA reference pages: 25-28

Brief description of need:

- In May 2021, Baker County residents had significantly less access to primary care providers, a staple in establishing a steady medical home, than those in Oregon and across the country.
- The providers that are available, and take a variety of insurance types, are located within Baker City.
- There are no Federally Qualified Health Centers in the region, and The Department of Health and Human Services designated Baker County as Health Services designated Baker County as Health Professional Shortage Area (HPSA) for primary medical, dental, and mental health providers (HHS, 2021).

Equitable and Inclusive SMART Objective(s):

1. To identify barriers to healthcare, SAHS will achieve a 60% rate of social needs screening among members in TogetherCare primary care setting by June 30, 2023.

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

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Utilize Community Health Workers (CHWs) to assess and address Social Influencers of Health (SloH), including access to health care, through utilization of Pathways models.	x			SAHS CHWB and SAMC-BC	Full salary of CHW Supervisor; provide oversight, materials and resources for second CHW. Manage findhelp.org partnerships in the region.
				EOCCO	\$50,000 FY23 for CHW FTE
				Baker School District	\$20,000 FY23 for CHW FTE
				Focus location(s)	Focus Population(s)
				97814, 97819, 97833, 97834, 97837, 97840, 97867, 97870, 97877, 97883, 97884, 97907, 97905	SAMC-BC and BELC patients, caregivers, families in need of social care assistance
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Y1	Y2	Y3			
Increase the number of patients screened and referred to community resources through the Community Resource Directory (findhelp.org) for SloH.	x			SAHS CHWB and SAMC-BC	SAHS CHWB will provide training and outreach among SAMC-BC colleagues to increase social care screenings and referrals to the CHW Hub in Baker. SAMC-BC CHWs will conduct assessments and referrals through Epic/TogetherCare as well.
				findhelp.org	Provide ongoing training to CHWB and CHWs to increase utilization and operational support for use of the Community Resource Directory.
				LCAC	Participate in regular case management discussions with CHWs to improve care coordination for patients among community organizations.
				Cadre of Community Partners	Participate in referral and pathways processes with CHWs for patient services. Enter their services and contacts into the Community Resource Directory.
				Focus location(s)	Focus Population(s)
				Zip codes 97814, 97819, 97833, 97834, 97837, 97840, 97867, 97870, 97877, 97883, 97884, 97907, 97905	SAMC-BC and BELC patients, caregivers, families in need of social care assistance
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Y1	Y2	Y3			
Provide assistance to enroll patients in government health insurance programs for low-income persons and assists with helping patients to navigate the health insurance marketplace programs	x			SAMC-BC	FY22 \$400 to enroll patients in Oregon Health Plan. FY22 \$76,665 to assist patients with Medicaid and financial assistance program enrollment. Costs and participation vary per year upon patient utilization, but similar contributions will be made for FY23.
				Focus location(s)	Focus Population(s)
				All SAMC-BC patients	All SAMC-BC patients

Anticipated impact of these actions:

Impact Measures	Baseline	Target	Plan to evaluate the impact
Increase rate of social needs screened in TogetherCare primary care settings	25% FY22 <i>*SAHS implemented TogetherCare Feb 22 and didn't begin pulling this data until FY23</i>	60%	Pulling Epic reports on a monthly basis to assess the number of patients screened for social care needs

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Education



Hospital facility: Saint Alphonus Medical Center- Baker City

CHNA reference pages: 41- 47

Brief description of need:

- One challenge identified in community focus group discussions was the lack of available and affordable childcare in Baker County.
- In 2021, a collaborative of partners including the Baker School District, Baker County YMCA, Saint Alphonus, St. Luke's and a number of community organizations worked together to establish Baker's first site based childcare center located at the BELC and operated by the Baker County YMCA. Childcare will be available on a sliding scale fee for infants, toddlers, preschoolers, and for before and after school care for elementary age children.
- In planning and preparation for the BELC, the Baker School District conducted a childcare survey among 322 Baker County residents.
- One respondent replied, "Baker has needed a childcare facility for a long time. It is a struggle as a working parent to find and keep good daycare! I lost my daycare altogether during this pandemic."

Equitable and Inclusive SMART Objective(s):

1. To identify barriers to education, SAMC-BC will complete social care screenings with at least 50 individuals or families in the Baker School District by June 30, 2023.

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

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
1.0 FTE CHW will be deployed within the Baker School District to screen and assess students, caregivers, families, and residents in Baker County for SloH.	x			SAMC-BC	Employs, resources, and provides oversight to CHW
				EOCCO	\$50,000 FY23 toward CHW FTE
				Baker School District	\$20,000 FY23 toward CHW FTE
				Focus location(s)	Focus Population(s)
				Zip Code 97814	Students, caregivers, families, and residents in Baker
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
SAMC-BC will provide ongoing support for the Baker Early Learning Center (BELC) as a lead sponsor and partner in the BELC collaborative to bring childcare and early childhood education to Baker County families.	x			SAMC-BC	\$25-35k/year depending on # of participants
				Baker YMCA	Employs the BELC childcare staff and deploys organizational policies, procedures, etc. Provides referrals to CHWs.
				Baker School District	Provides BELC physical location and materials for operations. Provides referrals to CHWs.
				St Lukes and other community funders	Provides additional operations funds for BELC staff and materials. Also provide referrals to CHWs.
				Focus location(s)	Focus Population(s)
				Zip Code 97814	Baker City children, caregivers, and families

Anticipated impact of these actions:

Impact Measures	CHNA Baseline	Target	Plan to evaluate the impact
Number of individuals/families served by embedded CHWs in the Baker School District/BELC	45 FY22 <i>*a fully dedicated CHW was not deployed to BSD/BELC until FY23</i>	50 individuals or families/year	CHWs will track the number of encounters and screenings completed for folks within the BELC and Baker School District, and the CHWB team will review monthly

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Transportation



Hospital facility: Saint Alphonsus Medical Center- Baker City
CHNA reference pages: 23-24

Brief description of need:

- Baker residents reported lack of access to public transportation, lack of transportation for non-medical appointments, and weather-related transportation challenges (i.e., snow and ice, wildfires, road closures, etc.) as barriers to accessing services within and surrounding Baker County.

Equitable and Inclusive SMART Objective(s):

1. SAHS CHWB will increase utilization of Rides to Wellness in Baker County by 2% by June 30, 2023.

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

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
SAMC-BC will provide financial support and increase utilization of Rides to Wellness for transportation to healthcare appointments	x			SAMC-BC, Trinity Health	\$27,000 FY23 for Community Connections of Northeast Oregon. Provide patient referrals for Rides to Wellness. Collect patient stories for reporting.
				Community Connections of Northeast Oregon	Employ driver and provide vehicle and operations for Rides to Wellness program; provide tracking data to SAMC-BC; promote program within the Baker community.
				Focus location(s)	Focus Population(s)
				Zip codes 97814 , 97819, 97833, 97834, 97837, 97840, 97867 , 97870, 97877, 97883 , 97884, 97907, 97905	Baker County residents without financial means or other ability to obtain non-medical transport to/from appointments in southwest Idaho and eastern Oregon.

Anticipated impact of these actions:

Impact Measures	CHNA Baseline	Target	Plan to evaluate the impact
Number of rides provided by Community Connections of Northeast Oregon via Rides to Wellness	75 rides provided in FY22	150 rides in FY23	SAHS CHWB Supervisor will require regular reporting under contract from Community Connections

Adoption of Implementation Strategy

On September 22, 2022, the Board of Directors for Saint Alphonsus Health System voted after review of the 2023 Implementation Strategy for addressing the community health needs identified in the 2022 Community Health Needs Assessment Update. Upon review, the Board approved this Implementation Strategy.

Odette Bolano

Odette Bolano, Saint Alphonsus Health System President & CEO

9/24/22

[Date]

