



Saint Alphonse Medical Center

BAKER CITY

Saint Alphonse Medical Center Baker City CHNA Implementation Strategy Fiscal Years 2019-2021

Saint Alphonse Medical Center Baker City completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on 6/26/2019. Saint Alphonse Medical Center Baker City performed the CHNA in adherence with certain federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment took into account a comprehensive secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data including input from representatives of the community, community members, and various community organizations.

The complete CHNA report is available electronically at <https://www.saintalphonse.org/about-us/community-benefit/community-needs-assessment/>, or printed copies are available at 3325 Pochontas Road, Baker City, OR 97814.

Hospital Information

Saint Alphonse Medical Center Baker City, based in Baker City, Oregon, is a faith-based, not-for-profit 25-bed critical access hospital serving Baker County in Eastern Oregon. With 180 employees, Saint Alphonse Medical Center Baker City provides services primarily to residents of Baker County, with a population of approximately 16,000.

Mission

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

Health Needs of the Community

The CHNA conducted on 06/26/2019 identified the significant health needs within the Saint Alphonsus Medical Center Baker City community. Those needs were then prioritized based on feasibility, impact on the communities served, capacity to influence, and alignment with Trinity Health Priority Strategic Aims. The significant health needs identified, in order of priority include:

1) Nutrition, Physical Activity & Weight Status	<ul style="list-style-type: none">- Prevalence of obesity and diabetes- Low Fruit and vegetable consumption- Physical fitness opportunities/lack of low cost opportunities for adults and children, especially in winter- Food insecurity/food desert
2) Health Services	<ul style="list-style-type: none">- Access to low-cost basic healthcare services- Lack of Medicare providers- Lack of access to mental health, dental and substance use treatment- Lack of evening/weekend urgent care
3) Substance Abuse	<ul style="list-style-type: none">- Alcoholism/substance abuse- Tobacco use and vaping prevalence
4) Financial Stability	<ul style="list-style-type: none">- A job with a high enough wage that allows the ability to pay for housing, food, healthcare, transportation and other necessary expenses- High poverty + ALICE* population (>50%)- Affordable housing- Transportation <p>*Asset Limited, Income Constrained, Employed</p>
5) Education	<ul style="list-style-type: none">- Family/parental support & motivation- Highly trained teachers in the classroom- Motivation to recognize the importance of education- Access to affordable physical activity for children (winter activities emphasized)

Hospital Implementation Strategy

Saint Alphonsus Medical Center Baker City's resources and overall alignment with the hospital's mission, goals and strategic priorities were taken into consideration of the significant health needs identified through the most recent CHNA process.

Significant health needs to be addressed

Saint Alphonsus Medical Center Baker City will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following health needs:

- **Nutrition, Physical Activity, and Weight Status** – page 4
- **Health Services** – page 6
- **Substance Abuse** – page 8

Significant health needs that will not be addressed

Saint Alphonsus Medical Center Baker City 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 it deemed most pressing, under-addressed, and within its ability to influence. Saint Alphonsus Medical Center Baker City will not take action on the following health needs:

- **Financial Stability** – Due to competing priorities, Saint Alphonsus Medical Center cannot directly impact the financial stability of the community. However we can focus efforts on assisting the community with obtaining insurance, development of career advancement programs and school assistance, engaging partners to provide transportation to health appointments, and by providing above minimum wage job opportunities.
- **Education** – Saint Alphonsus Medical Center Baker City does not plan to directly address this particular need because this priority area falls more within the purview of the Baker 5J School District. Baker Technical Institute provides many educational opportunities to build career skills for the communities within rural Eastern Oregon.

This implementation strategy specifies community health needs that the hospital has determined to address in whole or in part and that are consistent with its mission. The hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During these three years, other organizations in the community may decide to address certain needs, indicating that the hospital then should refocus its limited resources to best serve the community.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2019-2021

Hospital facility:	Saint Alphonsus Medical Center Baker City		
CHNA significant health need:	Nutrition, Physical Activity, & Weight Status		
CHNA reference page:	27	Prioritization #:	1

Brief description of need:

According to the 2017 Oregon Healthy Teens Survey, 12.1% of 8th graders reported being active 5 of the previous 7 days. This is compared with 18.8% of Oregon 8th graders.

Goal: Improve the nutrition, physical activity, and weight status of residents in Baker County.

SMART Objective(s):

Increase the percentage of 8th grade students who report being active 5 of the previous 7 days by 2% by June 30, 2021.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Increase adoption and utilization of GoNoodle in schools.	X	X	X	SAHS CHWB Dept Funds	In-kind time from school district personnel and CHWB Team members	Baker, North Powder, Halfway, and Huntington School Districts; GoNoodle
Increase number of patients screened and referred to services to address obesity	X	X	X	SAHS CHWB Dept Funds		

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Utilization of GoNoodle in schools	150,302 student activity minutes; 52 teachers utilizing GoNoodle (2018-2019 school year)	158,000 student activity minutes (increase by 5%)
8 th grade physical activity rates in 5 of the past 7 days	12.1% of 8 th grade students in Baker County (2017 Oregon Healthy Teens Survey)	14.1% of 8 th grade students in Baker County (increase by 2%)
Patient screening and referral rates for obesity	41% of patients (SAHS)	70% of patients (SAHS)

Plan to evaluate the impact:

SAMC-BC will continue to work with GoNoodle to receive monthly reports showing the number of classrooms utilizing GoNoodle, as well as the minutes spent doing physical activity by students. Additionally, the CHWB Team will review the Oregon Healthy Teens Survey to determine if rates have increased.

Hospital facility:	Saint Alphonsus Medical Center Baker City		
CHNA significant health need:	Health Services		
CHNA reference page:	22	Prioritization #:	2

Brief description of need:

Residents of Baker County identified access to low-cost healthcare services, access to providers that take Medicare patients, and access to mental health, dental, and substance use treatment as barriers to maintaining good physical and mental health. Additionally, residents indicated that transportation to existing providers is equally challenging.

Goal: Increase Baker County resident access to basic, low-cost health care services.

SMART Objective(s):

Increase patient outreach and support services that support healthcare access by 2% by June 30, 2021.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Utilize Community Health Workers (CHWs) to assess and address Social Influencers of Health (SloH), including access to health care	X	X	X	SAMC-BC and CHWB Dept Funds		Community partners utilized for referrals
Increase number of patients screened and referred to community resources for SloH	X	X	X	SAHS CHWB Dept Funds		
Increase utilization of Rides to Wellness for transportation to medical appointments.	X	X	X	SAMC-BC and CHWB Dept Funds	Local Community Advisory Committee (LCAC)	Community Connections of Northeast Oregon, Inc, St. Lukes Health System

Implement enhanced Mammography technology and outreach	X	X	X	SAHS Capital Funds	TH Capital Funds	SAHS Women's Strategy
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Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Number of patients seen by CHWs	0	100 patients/year
Patient screening and referrals for SloH	0	75% of patients screened and referred in required screening points (SAHS)
Utilization of Rides to Wellness	Approximately 102 rides (2018)	108 rides/year (5% increase)
Patient mammography screening & referral	1111 mammograms (FY19)	1167 mammograms/year (5% increase)

Plan to evaluate the impact:

CHW's will track the number of patients seen annually. During the CHNA period, they will develop a tracking mechanism for the number of assessments and referrals made for SloH needs. Rides to Wellness utilization will be tracked on an annual basis. Mammography appointments and referrals will be tracked by the mammography service.

Hospital facility:	Saint Alphonsus Medical Center Baker City		
CHNA significant health need:	Substance Use		
CHNA reference page:	36	Prioritization #:	3

Brief description of need:

Tobacco use among adults in Baker County (27.3%) is considerably higher than the state average of 20.9%. Additionally, there is an alarming increase in the number of Oregon youth who report that they are using e-cigarettes beginning in middle schools (54% in OR compared with 17.7% nationally). It is critical to make cessation resources available to rural communities who experience tobacco and e-cigarette use rates at a higher proportion than suburban communities.

Goal: Increase tobacco and vaping cessation in Baker County.

SMART Objective(s):

Reduce the prevalence of adult tobacco use in Baker County by 2% by June 31, 2021.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Implement Saint Alphonsus Tobacco Free Living Program in-person or online cessation coaching	X	X	X	SAHS CHWB Dept Funds		
Implement CHW program that includes addressing tobacco/vaping issues	X	X	X	SAHS CHWB Dept Funds	North East Oregon Network and EOCCO	
Increase the number of patients screened for tobacco/vaping use and referred to cessation services	X	X	X	In-kind CHWB colleagu e time		SAMC-BC providers, Baker County Health Department

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Participation in in-person or online cessation coaching and/or online modules	0	35 individuals
Screen and refer rates for tobacco/vaping use	82% of patients (SAHS)	90% of patients (SAHS)
Tobacco/vaping use prevalence among adults	27.3% (2018)	25.3%

Plan to evaluate the impact:

SAMC-BC will continue to track participation in cessation resources (coaching, online modules, etc.), as well as screen and refer rates for tobacco users. The CHWB Team will monitor annual tobacco use rates through BRFSS data releases.

Adoption of Implementation Strategy

On October 28, 2019, the Board of Directors for Saint Alphonse Medical Center Baker City, met to discuss the FY2019-2021 Implementation Strategy for addressing the community health needs identified in the FY2019 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

A handwritten signature in cursive script, appearing to read "Proulx J", written over a horizontal line.

Name & Title

10, 28, 19

Date