



Saint Alphonse Medical Center

ONTARIO

Saint Alphonse Medical Center- Ontario CHNA Implementation Strategy Fiscal Years FY 21-23

Saint Alphonse Medical Center-Ontario completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on 6/15/2020. Saint Alphonse Medical Center-Ontario 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 took into account 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.saintalphonse.org/assets/documents/chna/ontario/chna-ontario-2020.pdf>, or printed copies are available at 1055 N Curtis Road, Boise ID 83706.

Hospital Information

Ontario's one and only hospital began with a small group of Dominican Sisters of the Portuguese Congregation of St. Catherine of Sienna. The Sisters began in a tent with limited resources. With the ambition of the Sisters and the community's overwhelming support the hospital went from a dream to a reality, breaking ground September 18, 1911, and completing ahead of schedule on April 15, 1912. Bishop O'Reilly named the hospital in honor of the Holy Rosary. On April 1, 2010, Holy Rosary Medical Center (Ontario, Oregon), Mercy Medical Center (Nampa, Idaho), St. Elizabeth Health Services (Baker City, Idaho), Saint Alphonse Regional Medical Center (Boise, Idaho), and Saint Alphonse Regional Rehabilitation Hospital (Boise, Idaho) joined together to form the Saint Alphonse Health System with Ontario, Nampa, and Baker City each changing their respective names to Saint Alphonse Medical Center. The five-hospital, 754-bed integrated health system was created to serve the 21st century healthcare needs of the people of southwestern Idaho, eastern Oregon and northern Nevada. Also connected to this powerful Health System is Saint Alphonse Medical Group, with over 270 primary care and specialty care providers at 125 clinic locations throughout Western Idaho and Eastern Oregon. As a not-for-profit, Saint Alphonse Health System (SAHS) reinvests

profits back into the community and works to improve the health and well-being of those we serve by emphasizing care that is patient-centered, innovative and community-based. Saint Alphonsus Health System is a member of Trinity Health, Livonia, Michigan. Trinity Health is one of the largest multi-institutional Catholic healthcare delivery systems in the nation. It serves people and communities in 22 states from coast to coast with 92 hospitals, 109 continuing care facilities and home health and hospice programs that provide nearly 2.8 million visits annually. The organization was formed in May 2013, when Trinity Health and Catholic Health East closed their consolidation to strengthen their shared mission, increase excellence in care, and advance transformative efforts with their unified voice.

Mission

We, Saint Alphonsus 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 6/30/2020 identified the significant health needs within the Saint Alphonsus Medical Center-Ontario community. Those needs were then prioritized based on impact, severity, magnitude, urgency, and the overall concern of residents regarding the issue. The significant health needs identified, in order of priority include:

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| 1) Affordable, safe housing- including homelessness | <ul style="list-style-type: none"> - Affordable and/or mixed-income housing development and availability - Homelessness prevention and mitigation |
| 2) Financial stability and cost of living | <ul style="list-style-type: none"> - Cost of housing, transportation, food, child care, etc. for residents - Poverty and ALICE rates - Access and availability of mental health services |
| 3) Mental health and well-being | |
| 4) Substance use, including tobacco and vape use | <ul style="list-style-type: none"> - Substance use rates - Tobacco use rates - Vape or electronic cigarette use rates |
| 5) Child care and education | <ul style="list-style-type: none"> - Access to and availability of affordable, high-quality child early childhood education (i.e. Pre-K) - Access to and availability of high-quality K-12 education and post-secondary education opportunities |
| 6) Access to healthcare, including oral health | <ul style="list-style-type: none"> - Access to health care - Access to oral health care - Availability of linguistically and culturally appropriate services |
| 7) Chronic diseases | <ul style="list-style-type: none"> - Chronic disease rates - Morbidity and mortality rates of chronic diseases |

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|---|--|
| 8) Wages and job availability | <ul style="list-style-type: none"> - Minimum wage (Idaho and Oregon) - Unemployment rates - Availability of jobs over \$20/hour |
| 9) Sexually transmitted infections | <ul style="list-style-type: none"> - Teen pregnancy rates - Access to birth control - STI rates |
| 10) Food security | <ul style="list-style-type: none"> - Food security rates - Food deserts - Access to food retail outlets and free food distributions |
| 11) Transportation | <ul style="list-style-type: none"> - Access and utilization of public transit - Commute times - Number of individuals with access to cars |
| 12) Physical activity and recreation opportunities | <ul style="list-style-type: none"> - Leisure time physical activity rates - Access to recreation opportunities - Walkability and bikability |

Hospital Implementation Strategy

Saint Alphonse Medical Center-Ontario 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 Alphonse Medical Center-Ontario will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following health needs:

- o **Affordable, safe housing and homelessness** – page 5
- o **Substance use, including tobacco and vape use** – page 7
- o **Child care and education** – page 8
- o **Access to health care, including oral health care** – page 10
- o **Transportation** – page 11

Significant health needs that will not be addressed

Click or tap here to enter ministry name. 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 Alphonse Medical Center-Ontario will not take action on the following health needs:

- o **Financial stability and cost of living** – Saint Alphonse Medical Center-Ontario does not plan to directly address this particular need because this need is addressed by other organizations and entities within the community. However, Saint Alphonse Medical Center-Ontario is committed to participating in affordable and mixed-income housing projects, assisting with

patient transportation needs, and making referrals for patients and colleagues to community-based resources to address basic needs through the Social Care Hub and Aunt Bertha as outlined in other strategies address under the CHNA.

- **Mental health and well-being** – Saint Alphonsus Medical Center-Ontario does not plan to directly address this particular need because this need is addressed by other organizations and entities within the community. Saint Alphonsus Medical Center-Ontario provides referrals and support to Lifeways and other providers of behavioral health services in the Ontario region. Additionally, QPR (Question Persuade Refer) suicide prevention training is made available to SAMCO colleagues.
- **Chronic diseases** – Saint Alphonsus Medical Center-Ontario does not plan to directly address this particular need because this need is addressed by other organizations and entities within the community. While Saint Alphonsus Medical Center-Ontario and SAMG Fruitland Health Plaza provide medical services for the prevention and mitigation of chronic diseases, they also provide referrals for patients to other community-based services to address their needs related to chronic diseases.
- **Wages and job availability** – Saint Alphonsus Medical Center-Ontario does not plan to directly address this particular need because this need is addressed by other organizations and entities within the community and is outside of the purview of our health care organization. However, Saint Alphonsus Medical-Center Ontario is committed to providing livable wages, above the local minimum wage, to the colleagues we employ throughout the community.
- **Sexually transmitted infections** – Saint Alphonsus Medical Center-Ontario does not plan to directly address this particular need because this need is addressed by other organizations and entities within the community. In particular, the Malheur County Health Department and others provide these services and are a referral source for Saint Alphonsus Medical-Center Ontario patients.
- **Food security** – Saint Alphonsus Medical Center-Ontario does not plan to directly address this particular need because this need is addressed by other organizations and entities within the community. Saint Alphonsus staff do participate in the Western Treasure Valley Hunger Relief Task Force, and support OSU Extension and local food pantries for the provision of food. Additionally, Saint Alphonsus Medical-Center Ontario addresses food security through the Social Care Hub and referrals through Aunt Bertha.
- **Physical activity and recreation opportunities** – Saint Alphonsus Medical Center-Ontario does not plan to directly address this particular need because this need is addressed by other organizations and entities within the community and is outside the purview of the health system. Saint Alphonsus Medical Center-Ontario does sponsor and provide athletic trainers to the Ontario School District and the Treasure Valley Community College to support local athletes. Additionally, Saint Alphonsus Medical Center-Ontario and its Foundation will continue to consider opportunities to sponsor local

recreation opportunities, like the Ontario Splash Pad and 2021 Ontario Track Meet, as they become available.

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 FY21-23

Hospital facility:	Saint Alphonsus Medical Center-Ontario		
CHNA significant health need:	Affordable, safe housing and homelessness		
CHNA reference page:	37	Prioritization #:	1

Brief description of need:

A low number of affordable housing units in the region has caused an increase in housing costs for the average family. Community survey results showed that almost 60% of respondents believed affordable housing is a top issue for the community. In 2018 in Payette County, there were approximately 18 affordable and available units for every 100 people who had extremely low income (<30% Area Median Income[AMI]), approximately 74 available units for every 100 people with very low income (30-50% AMI), and approximately 106 units for every 100 people with low income (50-80% AMI). These data support assessment participants' perception of a lack of affordable housing options for very low-income individuals and families. Housing insecurity was seen as a growing issue among people coming to the Ontario region from Boise and the surrounding areas.

Goal: Increase access to safe, affordable housing and decrease the incidence of homelessness in the Ontario region.

SMART Objective(s):

Increase the number of affordable (<120%AMI) housing units developed in partnership with Saint Alphonsus in Malheur County by 10 by June 30, 2023.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Develop at least 1 Social Influencer of Health project to support and increase affordable housing projects in the Ontario region over the next 3 years	x	x	x	Funding; staff time, organizational support (hosting/convening meetings, etc.)	Oregon LIHTC and HOME Funds	Greystone Builders, Northwest Housing Alternatives, Oregon Housing and Community Services, City of Ontario, Community in Action (CiNA)
Participate on the Malheur County United for Housing Task Force	x	x	x	Staff time, org support	Task force time and member support	Malheur Co United for Housing Task Force Members
Provide funding for the Origins Day Shelter	x	Tentative*	Tentative*	Foundation funds, org support		Origins Day Shelter
Identify opportunities to support the winter shelter "tiny house" project	x	Tentative*	Tentative*	Staff time, org support	CiNA funds, grant funds obtained by CiNA, City of Ontario funds	Community in Action, City of Ontario, Origins Day Shelter

**contingent on available funds and ongoing requests from the health system*

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Number of Social Influencer of Health housing projects scoped with SAMC-Ontario to increase affordable housing in Malheur County	0	1

Plan to evaluate the impact:

The SAHS CHWB Manager will track the number of SIOH housing projects on an ongoing basis. The CHWB Team will evaluate these initiatives at least annually for opportunities for growth.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY21-23**

Hospital facility:	Saint Alphonsus Medical Center-Ontario		
CHNA significant health need:	Substance use, including tobacco and vape		
CHNA reference page:	55	Prioritization #:	4

Brief description of need:

Substance use was also a top health concern for the community identified by 42% of community survey respondents. In 2014, the state of Oregon legalized the recreational use of marijuana which brought concerns for some participants who believe legalization will cause addiction, especially among youth. Vaping was mentioned as a substance of particular concern among youth in the Ontario region. In Idaho, 48% of high school students reported they had ever used an electronic vapor product in their lifetime.

Goal: Increase tobacco and vape/e-cigarette cessation in the Ontario region.

SMART Objective(s):

Increase the number of participants utilizing tobacco cessation classes supported by SAMCO by 5% by June 30, 2023.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Continue to offer free tobacco cessation classes for patients and community members through the SAHS Tobacco Free Living Program	x	x	x	Funding, staff time, operational support		Idaho Quit Line, Idaho Quit Net, Tobacco Free Idaho Alliance, Project Filter, Quit with Nancy
Provide financial support for tobacco tax increases and other state policies to	x	Tentative*	Tentative*	Funding, organizational support		Oregon legislature, other Oregon health systems

reduce tobacco/vape use in Oregon						
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**contingent on available funds and ongoing requests from the health system*

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Engagement in SAHS Tobacco Free Living tobacco/vape cessation or reduction interventions	43	138 across 3 years throughout SAHS (5% increase)

Plan to evaluate the impact:

SAMCO will continue to receive reports on the number of people participating in tobacco cessation classes. And the SAHS Director of Advocacy will track the number of tobacco policies supported annually in Oregon. The CHWB Team will evaluate these initiatives at least annually for opportunities for growth.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY21-23**

Hospital facility:	Saint Alphonsus Medical Center-Ontario		
CHNA significant health need:	Child care and education		
CHNA reference page:	64	Prioritization #:	5

Brief description of need:

In the Ontario region, all of the counties are considered child care deserts. In 2018, approximately 36% of children aged 3-4 years old were enrolled in programs compared to approximately 40% for 3-year-old and 70% for 4-year-old children nationally. High-quality K-12 education is key to developing essential knowledge and skills in children and teens that they can carry into their adult lives. In the Ontario region in 2018, approximately 17% of the population over the age of 25 did not have a high school diploma and only approximately 14% of the population over 25 years of age had a bachelor's degree or higher.

Goal: Improve local education by increasing access to post-secondary education, training, and development opportunities.

SMART Objective(s):

Increase the number of students supported by SAMCO by 5% by June 30, 2023.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Provide scholarship support through the SAMCO Foundation for local students pursuing education opportunities in the health care field	x	x	x	Funding		Treasure Valley Community College, Boise State University, Northwest Nazarene University, Eastern Oregon University
Provide support to local high schools with their Certified Nurse Assistant programs (financially and professionally) allowing students to graduate high school and obtain their CNA license	x	x	x	Funding, ability for students to work in the hospital		Ontario, Nyssa, Vale, and Payette School Districts, Malheur County Educational Service District
Provide support to Treasure Valley Tech to promote local health care education	x	x	x	Funding		Treasure Valley Tech, Ontario School District, Treasure Valley Community College
Provide support to Treasure Valley Community College nursing program (financially and professionally)	x	x	x	Funding, ability for students to work in the hospital		Treasure Valley Community College
Provide support to Pacific Northwest University of Health Sciences residency program by providing free housing for students during local residency rotations	x	x	x	Funding		Pacific Northwest University of Health Sciences

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Number of students receiving scholarships	30/year	95 across 3 years (5% increase)
Number of students supported to receive CNAs	75/year	235 across 3 years (5% increase)
Number of students supported through TVCC nursing program	20/year	63 across 3 years (5% increase)
Number of students supported through Pacific Northwest University of Health Sciences	10/year	32 across 3 years (5% increase)

Plan to evaluate the impact:

SAMCO will continue to track the number of students served annually through the various investments and initiatives made by the hospital and Foundation. The CHWB Team will evaluate these initiatives at least annually for opportunities for growth.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY21-23**

Hospital facility:	Saint Alphonsus Medical Center-Ontario		
CHNA significant health need:	Access to health care, including oral health		
CHNA reference page:	44	Prioritization #:	6

Brief description of need:

Approximately one-third of survey respondents identified insurance coverage as a barrier to obtaining healthcare. In 2018, the percentage of the population without insurance ranged from 10% in Malheur County to 15% in Washington County. Within the Ontario region in 2018, the percentage of the insured population receiving Medicaid ranged from 22% in Washington County to 39% in Malheur County. Assessment participants shared that community members with Medicaid still had to pay for needed medical services and expensive prescription medications out of pocket because Medicaid did not provide full coverage. Aside from insurance barriers, there were also several access barriers such as availability, language and cost. In 2019, the entire population in the Ontario region was living in a health professional shortage area compared to 67.1% in Idaho and 50.6% in Oregon. Approximately 19% of community survey respondents reported that they had no regular doctor or source of healthcare.

Goal: Improve access to health care by identifying and removing access barriers and providing equitable services to those who are underserved.

SMART Objective(s):

Increase SAMCO patient outreach and support services by 5% by June 30, 2023.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Assess patient needs (i.e. housing, food, transportation, behavioral health needs, etc.) through SAHS Social Care Hub and make referrals through Aunt Bertha. This activity cross-cuts the other strategies in this Implementation Plans	x	x	x	Funding, staff time, org support		Community resource providers engaging in referrals through Aunt Bertha
Provide ongoing advocacy statewide for expansions to Oregon Medicaid	x	Tentative *	Tentative *	Funding, staff time, advocacy outreach		Oregon Legislature

**contingent on ongoing requests from the health system*

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
SAHS Social Care Hub calls	0	2500 across 3 years throughout SAHS
SAHS Referrals made through Aunt Bertha	0	125 across 3 years throughout SAHS (5% of 2500)

Plan to evaluate the impact:

The SAHS Director of CHWB will track the number of patients served and referrals made. The SAHS State Director of Advocacy will track advocacy efforts annually to expand Oregon Medicaid. The CHWB Team will evaluate these initiatives at least annually for opportunities for growth.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY21-23**

Hospital facility:	Saint Alphonsus Medical Center-Ontario		
CHNA significant health need:	Transportation		
CHNA reference page:	42	Prioritization #:	11

Brief description of need:

In 2018, approximately 5.7% of households in the Ontario region did not have access to a motor vehicle. This supports assessment participants' perceptions that a car was needed to get around the area due to the poor public transportation infrastructure. Availability of public transportation was ranked as the top transportation concern among 35% of community survey respondents. Qualitatively, participants often spoke about how the lack of transportation options affected their access to medical and social services.

Goal: Increase access to transportation to and from health care services in the Ontario region.

SMART Objective(s):

Increase ridership in transportation programs to/from SAMCO appointments by 5% by June 30, 2023.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Provide transportation support for SAMCO patients to/from health care appointments for those with financial barriers to transport	x	x	x	Financial support, office space for Angel Wings Network, patient supplies		Angel Wings Network, taxis

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Number of patients provided with transportation coordinated by Saint Alphonse	45 patients (multiple visits each)	140 across 3 years (5% increase)

Plan to evaluate the impact:

SAMCO will continue to monitor the number of patients served with transportation services coordinated by Saint Alphonse. The CHWB Team will evaluate these initiatives at least annually for opportunities for growth.

Adoption of Implementation Strategy

On [Click or tap here to enter date in which the Implementation Strategy was approved.](#), the Board of Directors for Saint Alphonse Medical Center-Ontario, met to discuss the FY21-23 -Implementation Strategy for addressing the community health needs identified

in the FY20 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

<u>Anabel Ortiz-Chavez</u>	<u>Ontario Community</u>	<u>9, 14, 2020</u>
Name & Title	Hospital Board Member	Date