

Saint Luke's Hospital Community Health Needs Assessment Implementation Plan

2021

◆ Saint Luke's Hospital of Kansas City



Saint Luke's Hospital of Kansas City CHNA Implementation Strategy

Adopted by the Saint Luke's Hospital Board of Directors on December 18, 2020

This implementation strategy describes how Saint Luke's Hospital of Kansas City (SLH or the hospital) plans to address significant needs described in the Community Health Needs Assessment (CHNA) published by the hospital on December 18, 2020. See the CHNA report at <https://www.saintlukeskc.org/community-health-needs-assessments-implementation-plans>. SLH plans to implement the initiatives described herein during calendar years 2021 through 2023.

Conducting the CHNA and developing this implementation strategy were undertaken by the hospital to assess and address significant health needs in the community served by SLH, and in accordance with Internal Revenue Service regulations in Section 501(r) of the Internal Revenue Code.

This implementation strategy addresses the significant community health needs described in the CHNA report. This document identifies the significant needs the hospital plans to address through various strategic initiatives and also explains why the hospital does not intend to address certain other significant needs identified in the CHNA report.

This document contains the following information:

1. About SLH
2. Definition of the Community Assessed by SLH
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Significant Community Health Needs SLH Will Not Address
6. Adoption of the Implementation Strategy by SLH's Authorized Body

1. About SLH

SLH is one of the largest faith-based acute care hospitals in the region – offering many specialized programs and services. The hospital's network of more than 600 physicians represents more than 60 medical specialties. SLH is a primary teaching hospital for the University of Missouri – Kansas City School of Medicine. Additional information about the hospital is available at: <https://www.saintlukeskc.org/locations/saint-lukes-hospital-kansas-city>.

SLH also includes Crittenton Children's Center. For more than 100 years, Crittenton has cared for the emotional and mental health of Kansas City's children and their families. The hospital's multidisciplinary treatment teams use evidence-based therapies to help children learn to regulate their emotions, build communication skills, and develop lifelong strategies for resilience and strength. Additional information about Crittenton is available at: <https://www.saintlukeskc.org/locations/crittenton-childrens-center>.

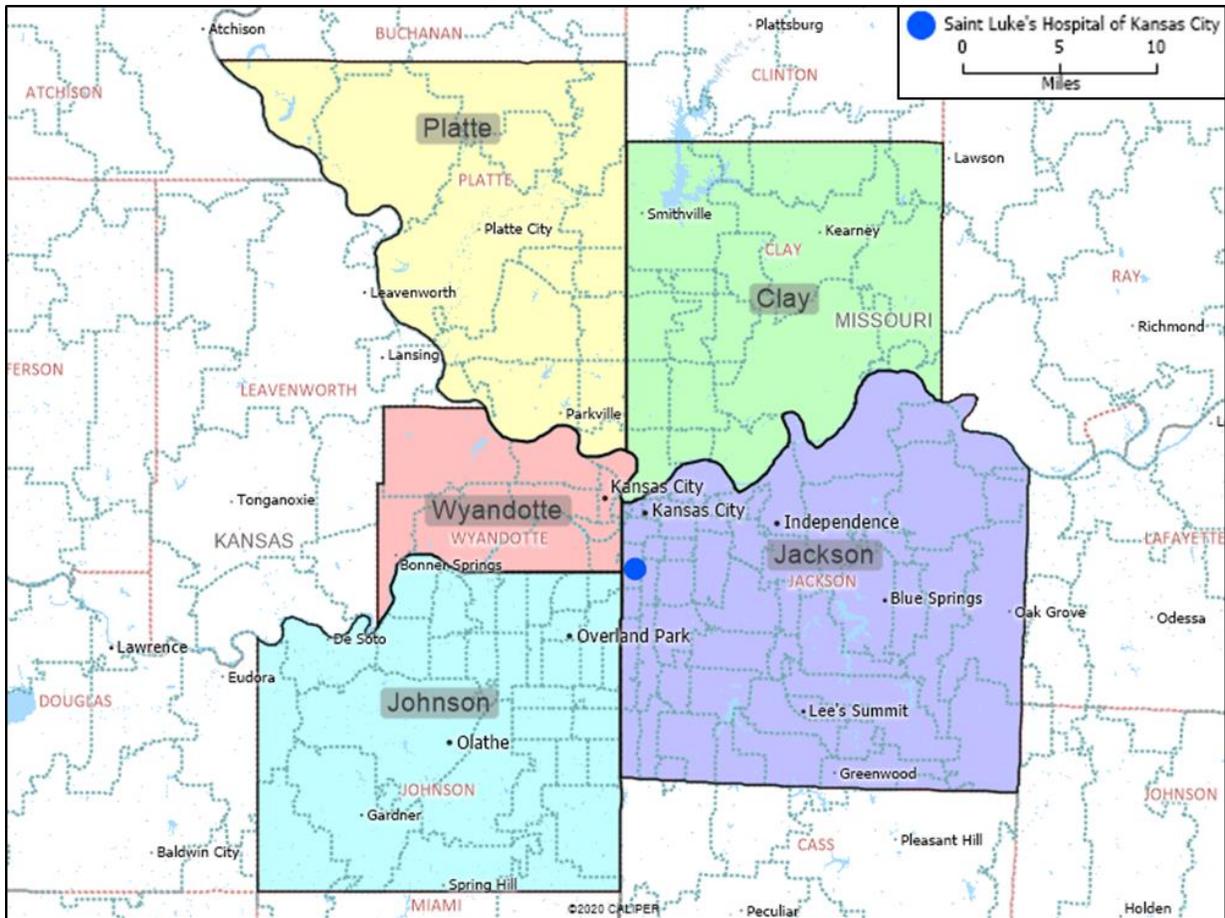
SLH is part of the Saint Luke's Health System (SLHS), which is a faith-based, not-for-profit health system committed to the highest levels of excellence in providing health care and health-related services in a caring environment. SLHS is dedicated to enhancing the physical, mental, and spiritual health of the diverse communities it serves. SLHS includes 18 hospitals and campuses across the Kansas City region, home care and hospice, behavioral health care, dozens of physician practices, a life care senior living community, and additional facilities and services. Additional information about SLHS is available at: <https://www.saintlukeskc.org/about-saint-lukes>.

2. Definition of the Community Assessed by SLH

For purposes of the hospital's 2020 CHNA, the community assessed by SLH was defined as a five-county area that includes Jackson County, Missouri; Johnson County, Kansas; Clay County, Missouri; Platte County, Missouri; and Wyandotte County, Kansas. In calendar year 2019, the five counties accounted for approximately 72 percent of the hospital's inpatient volumes and 90 percent of emergency department visits.

The total population of the community in 2019 was 1,840,844.

The following map portrays the community assessed by SLH and the location of its main campus.



Source: Caliper Maptitude, 2020.

3. Summary of Significant Community Health Needs

As determined by analyses of quantitative and qualitative data, an overarching focus on advancing racial and ethnic health equity, recognizing that racism has yielded measurable health disparities, has the best potential to improve community health. Within this context, the hospital's CHNA identified the following significant health needs in the five-county community assessed by SLH:

- Access to care
- COVID-19 pandemic and effects
- Maternal and child health
- Mental and behavioral health
- Needs of growing senior population
- Poverty and social determinants of health
- Unhealthy behaviors

The CHNA report for SLH describes each of the above community health needs and why they were determined to be significant.

4. Implementation Strategy to Address Significant Health Needs

This implementation strategy describes how SLH plans to address the significant community health needs identified in the 2020 CHNA report. A committee comprised of SLH staff, SLH board members, and community representatives who are unaffiliated with SLH or SLHS reviewed findings in that report and identified significant community health needs that the hospital intends and does not intend to address during calendar years 2021 through 2023.

As part of that decision-making process, the committee considered criteria such as:

- Whether the need is being addressed by other organizations;
- The extent to which the hospital expertise or competencies to address the need;
- The availability of resources and evidence-based interventions needed to address the need effectively;
- The frequency with which stakeholders identified the need as a significant priority; and
- The potential for collaborations with other community organizations to help address the issue.

By applying these types of criteria, SLH determined that it will implement initiatives to address the following five significant health needs – in addition to an overarching focus on advancing racial and ethnic health equity:

- Access to care
- COVID-19 pandemic and effects
- Maternal and child health
- Mental and behavioral health
- Poverty and social determinants of health

The following pages describe the actions SLH intends to implement to address each of the above needs, including planned collaborations between the hospital and other organizations.

Cross-Cutting Initiatives

Recognizing that racism has yielded measurable health disparities, the SLH CHNA report indicates that an overarching focus on advancing racial and ethnic health equity has the best potential to improve community health. Accordingly, SLH will support the inclusion of racial and ethnic health equity (pillar, goals, and/or objectives) in the SLHS Destination 2025 Strategic Plan (five-year-plan) and in the yearly SLH Operational Plan.

The SLHS Destination 2025 Strategic Plan may have goals and objectives that focus on:

1. Internal policies and structures.
2. Programs for training on unconscious bias, health inequities, diversity, and inclusivity (for leadership, staff, and medical staff).

3. Capturing data by race and ethnicity at the entity level and assessing that data to identify and address any disparities in patient outcomes, patient satisfaction, readmission rates, approvals for financial assistance, and collections actions.

As another cross-cutting initiative that applies to each of the categories of significant community health needs below, SLH also intends to develop community health baseline measures to monitor key indicators and assess the impact of this 2021-2023 implementation strategy.

Access to Care

To address this need, SLH will implement the following initiatives:

1. Support SLHS initiatives to expand access for Medicaid recipients to Convenient Care Clinics.
2. Support SLHS initiatives to extend the Financial Assistance Policy to Convenient Care Clinics.
3. Support SLHS strategy to expand availability of Telehealth services across the Kansas City region.
4. Continue providing Telehealth services to victims of domestic violence at the Safeshome Shelter.
5. Support SLHS advocacy efforts to assure successful implementation of Medicaid expansion in Missouri in advance of July 1, 2021.
6. Support SLHS advocacy efforts to expand Medicaid eligibility in Kansas.
7. Evaluate opportunity to provide community education regarding Medicaid enrollment.
8. Help community residents enroll in Medicaid during hospital episodes of care (use Humanarc).
9. Continue providing case management for high-utilizer and vulnerable patients with referrals to health care and social services.
10. Continue providing education and training for the community and for health care providers through the following programs:
 - a. Advanced Comprehensive Stroke Community Education,
 - b. Fifth grade Stroke Education Program,
 - c. Advanced Stroke Life Support, and
 - d. Other Community-Based Health Education & Support Groups.

11. Continue the hospital's Medication Assistance Access Program for patients who are underinsured and/or uninsured.
12. Continue providing taxicab and Uber/Lyft vouchers for low-income patients who need transportation post-discharge.
13. Continue providing Graduate Medical Education (GME) and Allied Health Professions training programs which contribute to the supply of health professionals across the region.
14. Continue operating the SLH Internal Medicine Clinic as a health professions training site that enhances access to care for Medicaid, Medicare, and other patients.
15. Continue active efforts to recruit mental health professionals, including psychiatrists and social workers.
16. Continue offering Care Connection Team services that connect under-resourced patients to social and medical services post-discharge.
17. Continue participation in SLHS (and Saint Luke's Physician Group) initiatives to recruit providers that represent under-represented racial and ethnic cohorts.
18. Continue collaborations with Kansas City-area Federally Qualified Health Centers, including the Care Coordination collaboration between SLHS and KC Care Health Center that places a 0.5 FTE Community Health Worker in the Emergency Department.

Principal Collaborators. In implementing the above Access to Care initiatives, SLH intends to collaborate with other SLHS entities (including hospitals and SLPG), the Missouri Hospital Association, the Kansas Hospital Association, the American Heart Association, the University of Missouri Kansas City and other colleges and universities, the KC Care Health Center, and other organizations.

Covid-19 Pandemic

To address this need, SLH will implement the following initiatives:

1. Work with the Missouri Hospital Association and the Kansas Hospital Association on COVID-19 vaccination distribution plans.
2. Continue operating COVID-19 testing at SLH and expanding testing at community sites.
3. Continue conducting post-discharge follow-up with COVID-19 patients (care coordinator contacts SLPG patients; non-SLPG patients are contacted by a care coordinator or social worker on days 1, 3, 7, and 10).
4. Participate in Mid-America Regional Council (MARC) COVID-19 initiatives.
5. Continue developing and utilizing the "COVID-19 Care-Companion Platform."

6. Continue providing COVID-19 information on the Saint Luke's Community Resource Hub.

Principal Collaborators. In implementing the above COVID-19 initiatives, SLH intends to collaborate with other SLHS entities (including hospitals and SLPG), the Missouri Hospital Association, the Kansas Hospital Association, the Mid-America Regional Council, and other organizations.

Maternal and Child Health

To address this need, SLH will undertake the following program initiatives:

1. Continue operating the SLH OBGYN Clinic as a health professions training site that enhances access to care for Medicaid, Medicare, and other patients
2. Continue supporting members of the SLH Medical Staff as they participate in regional, state-wide, and national quality-related and community health improvement activities.
 - a. Dr. Raemaker: Voting member of Kansas City Fetal and Infant Mortality Review Program, member of the Missouri Hospital Association Perinatal Quality Collaborative.
 - b. Dr. Florio: Vice Chair of the Missouri DHHS Maternal Mortality Review Committee, member of the Missouri Hospital Association Perinatal Quality Collaborative, member of the national ACOG/AIM Board.
3. Continue providing Missouri Show-Me 5 evidence-based maternity care practices shown to support breastfeeding initiation and duration; seek formal designation (certification) for the program in 2021.
4. Continue implementing a Centering Pregnancy Program (a care model that provides pregnancy and birth education in a group setting) once group meetings (suspended due to the pandemic) can be resumed.
5. Continue providing maternal and child health patients with access to Social Workers and with referrals to wrap-around services (mental health, nutrition, other).
6. Develop a collaborative strategy for enhancing access to prenatal care for Black and other mothers and for addressing above average teen pregnancy rates.
7. Expand Crittenton's partnership with Sesame Street in Communities to include SLH mothers and babies.
8. Continue involving Rose Brooks Center social worker(s) in maternal and child health community health programs.

Principal Collaborators. In implementing the above Maternal and Child Health initiatives, SLH intends to collaborate with other SLHS entities (including hospitals and SLPG), the

Missouri Hospital Association, Missouri DHSS, the ACOG/AIM Board, the Unified Government Public Health Department (Wyandotte County), the Kansas City Health Department, Nurture KC, Cradle KC, and Uzazi Village.

Mental (and Behavioral) Health

To address this need, SLH will implement the following initiatives:

1. Continue operating a variety of Crittenton on-site clinical programs (subsidized health services).
 - a. Inpatient hospitalization.
 - b. Residential treatment.
 - c. Adolescent substance use.
 - d. Outpatient clinic.
2. Continue providing Crittenton In-Home services.
 - a. Multiple individual and family therapy sessions.
 - b. Case management services.
3. Seek additional funding via state contracts and grants to expand intensive in-home therapeutic and case management services for children and families experiencing mental/behavioral health and other trauma-related concerns.
4. Implement a virtual (and eventually in-person) intensive outpatient program for children and families struggling with anxiety and depression.
5. Expand the nationally-recognized Crittenton Trauma Smart program which is designed to help children heal from complex or repetitive trauma.
 - a. Expand into all remaining schools in Shawnee Mission, Hickman Mills, and Raytown School Districts.
 - b. Implement in Della Lamb Charter School (elementary) during the 2021-2022 school year.
6. Evaluate the ability to offer virtual suicide risk assessments to schools within the Greater Kansas City Region.
7. Continue providing Foster Care case management and Adoption programs.
 - a. Cases management services for children who are in Missouri custody due to child abuse or neglect.

- b. Work to obtain legal guardians or adoption for children for whom reunification with biological parents is not possible.
 - c. Recruit homes to serve the needs of Jackson and Cass County children in need of alternative home placements. Conduct trainings and home studies. Work with Department of Social Services to ensure licensure status of foster homes.
8. Continue working with the Saint Luke's College of Nursing/Rockhurst to develop classes to train and certify Behavioral Health Technicians (BHTs).
 9. Provide Crisis Intervention Training for law enforcement on how to work with children with mental illness and trauma.
 10. Continue to utilize Sesame Street in Communities materials and resources to help children and families understand racism, trauma, homelessness, foster care, and other topics that impact health and wellness, social-emotional skills, and school readiness.
 11. Evaluate the opportunity to expand behavioral health services for SLHS employees and their families.
 12. Provide trauma-informed mental health training and support to law enforcement through Crisis Intervention Team and other initiatives.
 13. Continue operating the SLH Behavioral Assessment Center, which operates 24/7 for any patient experiencing a behavioral health crisis including patients who present in the Emergency Department.
 14. Continue providing Social Workers in the SLH Emergency Department, so patients can be referred for placement or other needed services.
 15. SLH's social workers will continue assisting Medical Education Internal Medicine (Primary Care) and OB/GYN clinics and Emergency Room Department patients who require additional mental health support and social determinants of health support.
 16. Continue collaborating with the Kansas City Assessment and Triage Center to provide community mental health, drug, alcohol, and medical detoxification services.
 17. Seek funding to provide trauma-informed education to middle and high schools in Center School District.

Principal Collaborators. In implementing the above Mental (and Behavioral) Health initiatives, SLH intends to collaborate with other SLHS entities (including hospitals, the Saint Luke's Foundation, and SLPG), Kansas City-area school districts, the Missouri Department of Social Services, the Saint Luke's College of Nursing/Rockhurst, Kansas City-area law enforcement agencies, and the Kansas City Assessment and Triage Center.

Poverty and Social Determinants of Health

To address this need, SLH will implement the following initiatives:

1. Participate in SLHS Anchor Institution strategies to be included in the SLHS Destination 2025 Strategic Plan:
 - a. Expand hiring programs that build pipelines for people of color and local hiring and workforce development programs.
 - b. Hold on-site (and participate in off-site) job fairs.
2. Implement a base wage of \$15 per hour for SLHS employees.
3. Expand programs to interest (and begin to train) high-school aged students in the health professions.
4. Expand the Bluford Leadership Program, an internship opportunity for minority students with college and university health care degrees.
5. Continue offering the Saint Luke's Community Resource Hub to expand patient, employee, and community awareness of available health and social services.
6. Continue screening all patients for social determinants of health issues.
 - a. Document needs in EPIC based on Health Leads screening toolkit.
 - b. Place consults in Care Progression for interventions.
 - c. Refer patients to information available on the Saint Luke's Community Resource Hub.
7. Identify a strategy to address food insecurity.
8. Continue providing post-discharge transportation and housing for homeless patients over the age of 18 and in need of services through the Bodhi Housing Program.

Principal Collaborators. In implementing the above Poverty and Social Determinants of Health initiatives, SLH intends to collaborate with other SLHS entities (including hospitals and SLPG), Cristo Rey Kansas City High School, the Bluford Healthcare Leadership Institute, and Bodhi House.

5. Needs SLH Will Not Address

No hospital organization can address all of the health needs present in its community. SLH is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits.

SLH does not intend to address two of the eight significant community health needs identified through its 2020 CHNA, as follows.

Needs of Growing Senior Population. SLH and SLHS recognize that significant growth is projected for the population aged 65 years and older. SLH already offers a wide array of acute and continuing care services for this growing population and anticipates continuing to meet its health care needs. The committee charged with developing this implementation strategy concluded that based on the criteria described above, the hospital's implementation strategy should focus on other, higher priority types of community health needs.

Unhealthy Behaviors. While the hospital's 2020 CHNA identified the prevalence of unhealthy behaviors (e.g., smoking, physical inactivity, and others) as a significant community health need, the committee charged with developing this implementation strategy identified six other needs as higher priorities for the 2021-2023 SLH implementation strategy.

6. Implementation Strategy Adoption

The Board of Directors for SLH reviewed and adopted this implementation strategy at its December 18, 2020 board meeting.

◆ **Contact us**

Saint Luke's Hospital of Kansas City

4401 Wornall Rd.
Kansas City, MO 64111

816-932-2000
saintlukeskc.org



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