

# Saint Luke's North Hospital Community Health Needs Assessment Implementation Plan

2022

◆ Saint Luke's North Hospital



# Saint Luke's North Hospital CHNA Implementation Strategy

**Adopted by the Saint Luke's North Hospital Board of Directors on May 25, 2021**

This implementation strategy describes how Saint Luke's North Hospital (SLN or the hospital) plans to address significant needs described in the Community Health Needs Assessment (CHNA) published by the hospital on May 25, 2021. See the CHNA report at <https://www.saintlukeskc.org/community-health-needs-assessments-implementation-plans>. SLN plans to implement the initiatives described herein during calendar years 2022 through 2024.

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

## **1. About SLN**

Saint Luke's North Hospital is comprised of two campuses – Barry Road and Smithville. Between the Barry Road and Smithville campuses, Saint Luke's North Hospital offers over 160 patient beds and more than 20 specialized health care services, including a behavioral health unit, emergency services, inpatient and outpatient diagnostic testing, acute inpatient units, maternity unit, inpatient and outpatient rehabilitation services, multiple surgical services, and a wound care clinic.

SLN – Barry Road is located in Kansas City, Missouri, within Platte County, Missouri. Additional information about SLN – Barry Road is available at: <https://www.saintlukeskc.org/locations/saint-lukes-north-hospital-barry-road>.

SLN – Smithville is located in Smithville, Missouri, within Clay County, Missouri. Additional information about SLN – Smithville is available at: <https://www.saintlukeskc.org/locations/saint-lukes-north-hospital-smithville>.

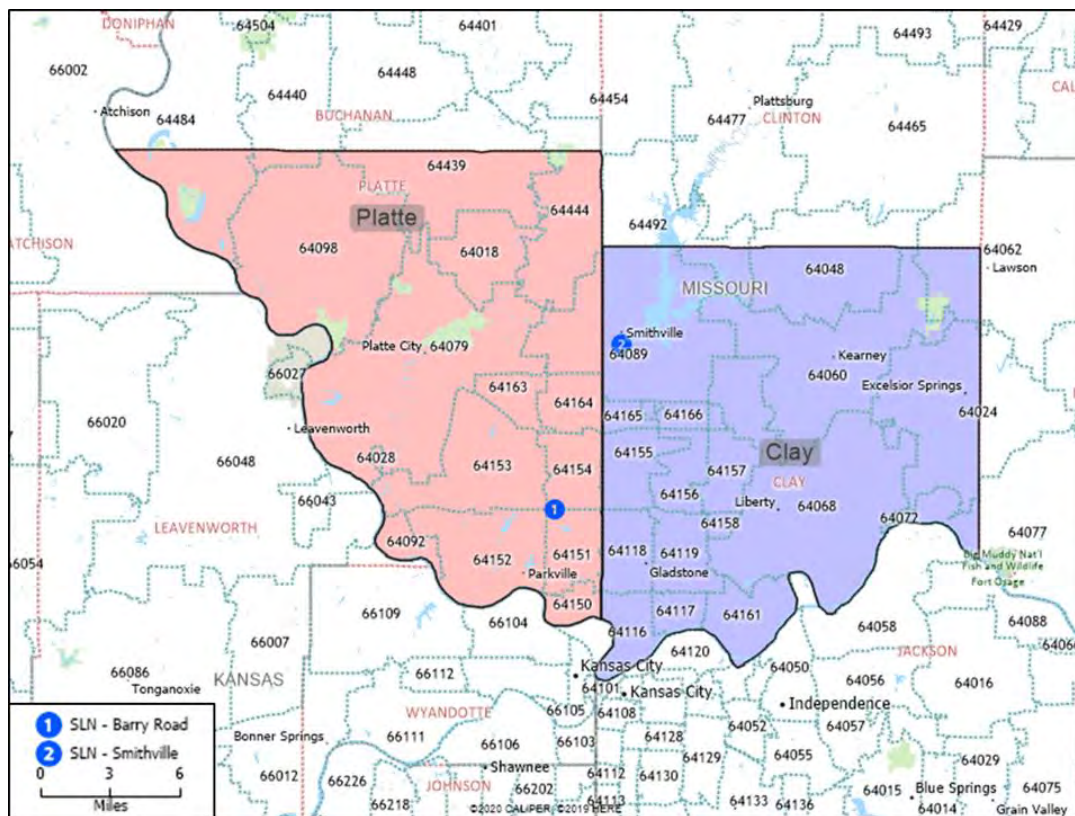
SLN is part of the Saint Luke’s Health System (SLHS), which is a faith-based, not-for-profit health system committed to the highest levels of excellence in providing health care and health-related services in a caring environment. SLHS is dedicated to enhancing the physical, mental, and spiritual health 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 SLN

For purposes of this CHNA, SLN’s community is defined as a two-county area that includes Platte County, Missouri, and Clay County, Missouri. In calendar year 2019, the two counties accounted for approximately 57 percent of the hospital’s inpatient volumes and 82 percent of emergency department visits.

The total population of the community in 2019 was 356,801.

The following map portrays the community served by SLN and the location of its two campuses.



### **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, significant health needs in the community served by Saint Luke's North Hospital are:

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

The CHNA report for SLN 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 SLN plans to address the significant community health needs identified in the 2021 CHNA report. A committee comprised of SLN staff, SLN board members, and community representatives who are unaffiliated with SLN 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 2022 through 2024.

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, SLN determined that it will implement initiatives to address the following three significant health needs – in addition to an overarching focus on advancing racial and ethnic health equity:

- Access to care
- Mental health
- Poverty and Social Determinants of Health

The following pages describe the actions SLN 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 SLN CHNA report indicates that an overarching focus on advancing racial and ethnic health equity has the best potential to improve community health. Accordingly, SLN 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 SLN 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, SLN also intends to develop community health baseline measures to monitor key indicators and assess the impact of this 2022-2024 implementation strategy.

## **Access to Care**

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

1. Support SLHS initiatives to expand access to Telehealth services across the Northland for specialists, primary care physicians, critical care, ICU, NICU, social workers, and qualified mental health professionals.
2. Support SLHS advocacy efforts to assure successful implementation of Medicaid expansion in advance of July 1, 2021.
3. Assist patients with enrollment in Medicaid during hospital episodes of care (utilizing HumanArc).
4. Continue Medical Program Interventional Cardiology Fellows Program with UMKC School of Medicine.
5. Continue providing Allied Health Professions (RT, US, PT, ST, Sterilization Tech) training programs which contribute to the supply of health professionals across the region.
6. Continue active efforts to recruit new services including oncology, neurology, GI, ENT, and an advanced practice provider for OB/GYN.

7. Expand access through the addition of a walk-in clinic for existing and new patients at SLN-Smithville.
8. Continue collaborations between SLN and Federally Qualified Health Centers that serve the Northland.
9. Support SLHS efforts to expand access to Medicaid recipients at Saint Luke's North locations.
10. Continue providing education and training for the community through the following programs:
  - a. Breastfeeding support group,
  - b. Mental health support groups,
  - c. Behavioral health education addressing the impact of Covid-19,
  - d. Primary Stroke Center and Acute Myocardial Infarction programs,
  - e. Healthcare provider education, and
  - f. Other community-based health education and support groups.
11. Provide access to clinicians and staff for outreach and community health education on Covid-19, vaccine benefits and safety, social distancing, masking, testing, safety of hospitals and clinics, and more.
12. Continue to reach the public by providing community education about Covid-19 on Saint Luke's social media platforms.
13. Continue to support SLHS efforts to provide Covid-19 vaccination events.
14. Evaluate opportunities to partner with the Access to Care Task Force of the Northland Health Alliance.

**Principal Collaborators.** In implementing the above Access to Care initiatives, SLN intends to collaborate with other SLHS entities (including hospitals, SLPG), Northland Health Care Access, Tri-County Mental Health Services, Clay County Health Department, Platte County Health Department, Samuel U. Rodgers Health Center Northland Prenatal and Pediatric Clinic, Swope Health Northland, and other community organizations as appropriate.

### **Mental Health**

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

1. Evaluate the opportunity to implement new mental health programs at SLN-Smithville.
2. Expand access to medication management services to patients in the Northland via Telehealth clinics.

3. Continue providing qualified mental health professionals at all SLHS Emergency Departments (with the exception of Saint Luke's Hospital of Kansas City), plus several non-SLHS Emergency Departments.
4. Continue providing access to a variety of on-site clinical programs for children and adolescents at Crittenton via:
  - a. Inpatient hospitalizations,
  - b. Residential programs,
  - c. Outpatient clinic,
  - d. Foster care, and
  - e. Intensive outpatient substance abuse.
5. Continue providing in-home services for children and adolescents via Crittenton:
  - a. Multiple individual and family therapy sessions and
  - b. Case management
6. Continue providing the nationally recognized Crittenton Trauma Smart program designed to help children heal from complex or repetitive trauma.
7. Evaluate adding intensive outpatient therapy (IOP) for adults with mental illness in the Northland.
8. Provide access for children and adolescents through in-home therapy via Crittenton and Tri-County Mental Health Services.
9. Evaluate the opportunity to expand behavioral health services for SLN employees and their families.
10. Continue active efforts to expand psychiatry, psychology, and therapy services.
11. Continue utilizing Telehealth Behavioral Health Assessment resources expanding access to Primary Care and Women's Health & Maternal Fetal Medicine High-Risk OB patients to identify at-risk patients for suicide, homicide, and severe depression in order to escalate referrals.
12. Expand opportunities to provide the following programs in partnership with community organizations. Offerings available for chambers of commerce, faith-based organizations, schools, nonprofits, and other organizations as appropriate.
  - a. Crisis Intervention Training (CIT)
  - b. Suicide prevention programs
  - c. QPR mental health trainings
  - d. Mental health education
13. Evaluate opportunities to collaborate with the Behavioral Health Task Force of the Northland Health Alliance.

**Principal Collaborators.** In implementing the above Mental Health initiatives, SLN intends to collaborate with other SLHS entities (including hospitals and SLPG), Tri-County Mental Health Services, Smithville School District, North Kansas City School District, Park Hill School District, Platte R-3 School District, and other Clay and Platte county school districts, as well as other community organizations as appropriate.

## **Poverty and Social Determinants of Health**

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

1. Implement a base living wage of \$15 per hour for SLHS employees.
2. Continue offering the Saint Luke's Community Resource Hub to expand patient, employee, and community awareness of available health and social services.
3. 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.
4. Continue providing taxicab and Uber/Lyft vouchers for low-income patients who need transportation post-discharge.
5. Partner with Park Hill School District and the Northland Center for Advanced Professional Studies (CAPS) Program to have students interested in healthcare shadow at SLN.
6. Continue the hospital's Medication Assistance Program for patients who are underinsured and/or uninsured.
7. Continue developing and utilizing the Care Companion Platform, a mySaintLuke's resource to support chronic disease management.

**Principal Collaborators.** In implementing the above Poverty and Social Determinants of Health initiatives, SLN intends to collaborate with other SLHS entities (including hospitals and SLPG), Park Hill School District, Northland CAPS, Platte County Health Department, Clay County Health Department, SLHS/CMICS, and other community organizations as appropriate.

## **5. Needs SLN Will Not Address**

No hospital organization can address all the health needs present in its community. SLN 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.



SLN does not intend to address three of the six significant community health needs identified through its 2021 CHNA, as follows.

**COVID-19 pandemic and effects.** SLN recognizes the significant challenges of the COVID-19 pandemic and its effects. SLN addresses the needs of COVID-19 patients by providing access to care. The hospital also supports community focused SLHS initiatives in the Kansas City region.

**Needs of growing senior population.** SLN and SLHS recognize the significant growth projected for the population aged 65 years and older. SLN already offers a wide array of acute and continuing care services for this growing population and anticipates continuing to meet its health care needs. Based on the criteria described above, the committee charged with developing this plan determined that the hospital's implementation strategy should focus on other, higher priority types of community health needs.

**Unhealthy behaviors.** While SLN's 2020 CHNA identified the prevalence of unhealthy behaviors (e.g., physical inactivity, smoking, and others) as a significant community health need, the committee charged with developing this plan identified three other needs as higher priorities for the 2022-2024 SLN implementation strategy.

## **6. Implementation Strategy Adoption**

The Board of Directors for SLN reviewed and adopted this implementation strategy at its May 25, 2021 board meeting.

◆ **Contact us**

**Saint Luke's North Hospital**

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