Trinity Health System 2022 Community Health Implementation Strategy

Adopted October 2022





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At-a-Glance Summary

Community Served	The Trinity Health System's primary service area geography is defined as Jefferson County, Ohio. The secondary service area is comprised of Belmont and Harrison counties in Ohio and Brooke, Hancock and Ohio counties in West Virginia. The population of the primary service area is 64,553 and is projected to decrease to 62,999 in 2026. The hospital is located in Steubenville, the county seat of Jefferson County, Ohio and is located along the Ohio River 33 miles from Pittsburgh, Pennsylvania.
Significant Community Health Needs Being Addressed	The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital's most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are: • Obesity/Overweight • Physical Inactivity / Access to Recreation • Mental Health • Substance Use • Diabetes • Heart Disease/Heart Related • Hypertension/High Blood • Pressure • Maternal and Child Health
Strategies and Programs to Address Needs	 The hospital intends to take actions and to dedicate resources to address these needs, including: Promote well-being and prevent mental health and substance use disorders focusing on depression, suicide, drug dependency/abuse and drug overdose deaths. Depression and suicide strategies and programs to address this focus area include: Hospital and provider offer inpatient, outpatient and intensive outpatient services Screenings and referrals for depression Offer therapists in the schools and psychiatrists in provider offices Hospital will screen for and place patients with co-occurring diagnoses Continue to offer safeTALK (suicide alertness for everyone) training Provide educational web series for our providers to host interactive talks with the community via social media Drug dependency/abuse and overdose deaths strategies and programs to address this focus area include: Trinity Health System and providers offer both inpatient and outpatient detox programs and counseling Hospital will offer a detox residential support unit program for pregnant teens Research the feasibility with CMS of increasing the number of licensed mental health bed that the hospital offers.

- Community agencies to continue to offer Narcan training and supply kits through Project DAWN
- Providers to continue to offer Medicated Assisted Treatment (MAT) program
- Provide support groups for substance use dependency as well as loss and grief from drug overdose deaths
- Provide educational web series for our providers to host interactive talks with the community via social media

Promote chronic disease management across the continuum of care, including cardiovascular disease, diabetes and overweight/obesity

Heart disease, diabetes, and overweight/obesity strategies and programs to address this focus area include:

- Outreach to community through health fairs, screenings, education, programs
- Research protocol for referrals from hospital to agencies for exercise/nutrition
- Food banks to focus offerings on fresh fruits, vegetables and protein
- Research follow-up protocol with patient providers not affiliated with hospital
- Research hospital cafeteria flagging foods as heart healthy or diabetes-friendly
- Provide educational web series for our providers to host interactive talks with the community via social media

Promote women and infant health

Women and infant health strategies and programs to address this focus area include:

- Outreach to community through programs, services and referrals to educate on pre-term births, how to reduce low birth weight babies and infant mortality
- Help Me Grow program
- Moms Helping Moms program
- Cribs for Kids© program
- Ohio Partners for Smoke Free Families (OPSFF) program

Access to health care

Access to health care strategies and programs to address this focus area include:

- Continue to assist those patients uninsured or underinsured receive coverage
- Continue to increase access through more providers and increase accessibility
- Offer health screenings through kiosks in Jefferson and Belmont counties which will increase access to screenings and connect the community to available services

Anticipated Impact



The hospital's and communities' initiatives to address the four areas of mental health and substance use disorders, chronic disease management, women and infant health, and access to health care are anticipated to improve healthcare outcomes, create stability in a person's life, ensure that everyone is well and receiving the services they need, and focusing not only on the individual but their entire family as well.

	Although not identified as one of the priorities coming out of the CHNA, our team felt this was an area of continued importance in our community. This was part of our past Implementation Plan and due to COVID-19 we were not able to implement to the level we would have preferred. We have elected to continue to focus on this area in addition to those identified in our CHNA.
Planned Collaboration	Trinity Health System will partner with A Caring Place Child Advocacy Center, AIM Women's Center, CHANGE, Inc., Chrysalis Health, Jefferson County General Health District, Jefferson County Prevention and Recovery, Ohio Valley Health Center, Urban Mission, Women's Health Center, YMCA. Over the next three years, the hospital will look at other community agencies to partner with as needs arise.

This document is publicly available online at https://trinityhealth.com/. Written comments on this report can be submitted to Trinity Health System's Community Health Office, 380 Summit Avenue, Steubenville, Ohio 43952 or by e-mail to marketing@trinityhealth.com.

Our Hospital and the Community Served

About Trinity Health System

Trinity Health System is part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 1,000 care sites in 21 states coast to coast, serving 20 million patients in big cities and small towns across America.

Trinity Health System comprises the most complete health care option in eastern Ohio. The hospital system includes Trinity East and Trinity West which has a combined capacity of over 471 beds and employs more than 1,800 people. Trinity is accredited by the Joint Commission on the Accreditation of Hospitals, a member of the American Hospital Association, Voluntary Hospitals of America and the Catholic Hospital Association. The system offers a full array of acute and outpatient services on two campuses. Trinity also maintains physician offices, Walk-in Lab Draw facilities, the Tony Teramana Cancer Center, WorkCare and the Digestive and Nutrition Center throughout the Tri-State area.

The following programs and services are offered at Trinity Health System:

- Behavioral Medicine
- Breast Cancer Center
- Cardiovascular Services
- Emergency Services
- ExpressCare
- ExpressClinic
- Gastroenterology Trinity Digestive & Nutritional Center
- Graduate Medical Education
- Imaging Services Trinity West
- Imaging Services Trinity East

- Imaging Services Trinity ExpressCare
- Laboratory
- Occupational Medicine
- Orthopedics and Sports Medicine
- Pain Management
- Primary Care
- Post Acute Services
- Rehabilitation Services
- Respiratory Services
- School of Medical Laboratory Science
- School of Nursing

- Sleep Disorders Center
- Social Services
- Sports Medicine Trinity Sports Medicine & Performance Center
- Tony Teramana Cancer Center
- Trinity WorkCare
- Urologic Services
- Women and Children's Services
- Wound Clinic

Our Mission

The hospital's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay. This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.

Description of the Community Served

Trinity Health System serves Jefferson County as its primary service area. The hospital's secondary service area is comprised of Belmont and Harrison counties in Ohio and Brooke, Hancock, and Ohio counties in West Virginia.

A summary description of the community is below. Additional details can be found in the CHNA report online.

Jefferson County was named in honor of Thomas Jefferson, the author of the Declaration of Independence and the first United States Secretary of State. Jefferson County is located in the eastern portion of Ohio, and it is in the heart of Appalachia. Its eastern border touches the Ohio River and helps form Ohio's boundary with West Virginia.

With only 1.5 percent of the county's 410 square miles deemed to be urban, most residents live in rural areas. The county averages just over 180 people per square mile. The county's largest community and county seat is Steubenville, which had just over eighteen thousand



residents in 2020. Like many of Ohio's predominantly rural counties, Jefferson County experienced an estimated loss in population between 2010 and 2019. In 2021, 64,553 people resided in the county, a decrease of over 7% since 2010. Service industries, such as health care, communications, and tourism, and retail positions are the two largest employers in Jefferson County. Farming is a distant fifth behind manufacturing and government positions. During the late nineteenth and early twentieth centuries, coal mining, especially strip mining, were major employers in the county. Now, much of the strip-mined land has been reforested. In 2021, the estimated median household income for Jefferson County residents was approximately \$43,000. Approximately 12% of the county's residents lived in poverty.¹,²

¹ https://ohiohistorycentral.org/w/Jefferson_County

² Claritas – Pop-Facts Premier, 2021 Environics Analytics



The population in Jefferson County is projected to decrease from 64,553 in 2021 to 62,999 in 2026. There were slightly more females (51.4%) than males (48.6%). The population was predominantly Caucasian (91.2%). The median age was 45.0 and was projected to remain steady. Just under one-third (30.8%) of residents had never been married, while 45.7% were married, 3.6% were separated, 12.9% were divorced and 7.0% were widowed. One in ten residents (10.3%) did not complete high school, while 43.1% were a high school graduate, 9.8% had a bachelor's degree and 5.3% had an advanced degree. The average household income was \$60,149, with 12.6% of families living in poverty. Most (93.7%) of the labor force was employed.

Our Footprint

Jefferson County has community agencies and organizations providing resources and services to address the following health needs:

- Access to Care •
- Behavioral Health •
- Disadvantaged Children •
- **Environmental Conditions** •
- Heart Disease/Hypertension
- Overall Health Status • Prevention

Socio-Economic

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- Substance Use Disorder •
- Teen Pregnancy •

2022 Community Health Implementation Strategy

Community Assessment and Significant Needs

The health issues that form the basis of the hospital's community health implementation strategy and programs were identified in the most recent CHNA report, which was adopted in April 2022. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available on the hospital's website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Access to Care	Although not identified as one of the priorities coming out of the CHNA, our team felt this was an area of continued importance in our community. This was part of our past Implementation Plan and due to COVID-19 we were not able to implement to the level we would have preferred. We have elected to continue to focus on this area in addition to those identified in our CHNA.	•
	Includes access to health care, lack of specialists (including pediatric specialists), medical providers, affordable health care (including affordable health insurance, medications, deductibles), transportation, dental care, healthy aging, health literacy, and livable wages and poverty	
Chronic Disease	Encompasses cancer, heart disease, diabetes, high blood pressure, stroke, obesity/ overweight, education on chronic disease management, asthma/COPD, and pain management.	•
Mental Health	Consists of mental health issues, depression, suicide, and lack of mental health services and providers.	•
Substance Use Disorder	Encompasses opioid and drug use, lack of rehabilitation facilities, alcohol use, and tobacco use.	•
Physical Activity/Nutrition	Consists of access to healthy foods and outdoor recreation activities	•

Significant Needs the Hospital Does Not Intend to Address

Trinity Health System is located in Ohio and follows the Ohio State Health Improvement Plan (SHIP). The SHIP is a comprehensive approach to improving Ohio's greatest health challenges by identifying cross-cutting factors that impact multiple outcomes. The SHIP drives more efficient and effective allocation of resources toward measurable improvements on a manageable number of health outcomes by focusing on three priority topic areas: mental health and addiction, chronic disease, and maternal and infant health. Under these three topic areas, ten priority outcome objectives were identified to reduce: depression, suicide, drug dependence and abuse, drug overdose deaths, heart disease, diabetes, child asthma, preterm births, low birth rate, and infant mortality. All Ohio non-profit hospitals are required to align their implementation strategies to the SHIP.

Although Trinity Health System and community organizations and agencies may have the capacity and resources to address the remaining significant health needs, the hospital is not directly addressing these needs in order to be alignment with the SHIP. These remaining significant health needs not being addressed include: substance use disorder rehabilitation services, asthma/COPD, dental care, healthy aging, alcohol use, pain management, health literacy, smoking during pregnancy, tobacco use, Hepatitis C, livable wages/poverty and outdoor recreation activities.

Trinity Health System will also continue to seek new partnership initiatives to address priority health issues when there are opportunities to make a meaningful impact on health and quality of life in partnership with others.

2022 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others on to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

The hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

Hospital and health system participants included Marketing Director, Mission Director, Community Outreach Coordinator, Senior Services Manager, Behavioral Health Director and Manager, OB Nurse, Emergency Services Manager, CNO and Diabetes Education Manager.

The CHNA and Implementation Plan were informed and supported by a CHNA Steering Committee that included hospital and health system participants as well as community stakeholders.

On March 28,2022, the Trinity Health CHNA Steering Committee met to review the primary and secondary data collected through the needs assessment process and discussed needs and issues present in the hospital's primary service territory. The consulting team from Strategy Solutions, Inc. presented the data to the group and facilitated discussion about the needs of the local area, what the hospital and other providers are currently offering to the community and identified other potential needs that were not reflected in the data collected. A total of 46 possible needs and issues were identified based on disparities in the data (differences in sub-populations, comparison to state, national or Healthy People 2030 goals,



negative trends, or growing incidence). Based on this prioritization, the six identified areas of obesity/overweight (including physical inactivity and access to recreation, mental health, substance use, diabetes, tobacco use, heart disease/heart related (including hypertension and high blood pressure) will be Trinity Health Systems' focus over the next three years.

Trinity formed an internal team to review the identified priorities and develop the Implementation Strategy. This team met on August 8, 22 and 29 and September 13, 19 and 20, 2022. Given the number of collaborative priorities this team also met with the team at the Jefferson County General Health District on August 8 and September 19, 2022.

The programs and initiatives described here were selected on the basis of existing programs with evidence of success/impact; expanding or adapting a partner's program; access to appropriate skills or resources; ability to measure impact; goal to address an immediate need; goal to address prevention or social determinants. The impact of COVID-19 pandemic on the prior Implementation Plan was also taken into consideration when identifying appropriate strategies, noting continued opportunity to implement prior strategies.

Community Health Strategic Objectives

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants both inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities overall address strategic aims while meeting locally-identified needs.

Advance Community Health Alignment and Integration Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.

Build Capacity for More Equitable Communities Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services. Expand Clinical - Community Partnerships and Linkages



Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.

Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.

Strategies and Program Activities by Health Need

Health Need: Menta	al Health and Substance Use Disorder				
Anticipated Impact (Goal)	The hospital's and partners' initiatives to address depression, suicide anticipated to result in improved health care outcomes, improved par mental health and substance use disorder services, provide a seamles coordination to ensure individuals are connected to appropriate care free community.	tient linkag	ges to inpati n of care, a	ent and outp nd improve c	atient are
			Strategic	Objectives	
Strategy or Program	Summary Description	Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Trinity Health System Mental Health Program	 Provide depression screenings and referrals in the ED and direct admissions Provide screenings and placement for patients with cooccurring mental health and substance use disorder diagnoses Research the feasibility with CMS of increasing the number of licensed mental health beds Provide interactive web series via social media on related topics Utilize kiosks for health screenings on related topics 	•	•		•
Jefferson Behavioral Health Outpatient Mental Health Program	Provide psychiatrists to be located within provider offices Provide therapists to schools for students		•	•	
safeTALK Training Program	• Suicide Alertness for Everyone (safeTALK) is a half-day training program that teaches participants to recognize and engage persons who might be having thoughts of suicide and to connect them with community resources trained in suicide		•		



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	intervention. SafeTALK stresses safety while challenging taboos that inhibit open talk about suicide.Offer MAT and Vivitrol programs				
Depression Screenings	• Various providers and agencies screen for depression and suicide and make referrals as needed.		•		
Trinity Health System Behavioral Medicine Addiction Recovery Program	 Provide screenings and placement for patients with co- occurring mental health and substance use disorder diagnoses Offer a detox residential support unit program for teen moms Provide detox programs, counseling or referrals – all ages – both inpatient and outpatient 	•	•		
Chrysalis Health Outpatient Addiction Recovery Program	• Provides a system of quality services including intervention, and recovery to all clients affected by addiction. Provide loss and grief support groups for those losing a loved one to a drug overdose		•		
Project DAWN	• Project DAWN (Deaths Avoided with Naloxone) is a state program focusing on Naloxone administering training and the handing out of Naloxone kits	•	•		
Medicated Assisted Treatment (MAT) Program	 MAT is a treatment resource for those battling chemical dependency Utilizes specific FDA-approved medications to help patients reduce cravings and mitigate their withdrawal symptoms 	•	•		
Planned Resources	Space, staff, and funding to implement hospital initiatives as well as partners to implement and enhance their identified programs.	provide su	ipport as ne	eded to colla	aborating
Planned Collaborators	The hospital will partner with local churches, providers, first respond Child Advocacy Center, Coleman Professional Services, Community Chrysalis Health, Jefferson County General Health District, Jefferson Jefferson County School District, Ohio Valley Health Center, Pastor Women's Health Center and YMCA.	Action C n County I	ounsel, Far Prevention	nily Recover	ry Center, y,



Health Need: Mental Health and Substance Use Disorder

Health Need: Chro	nic Disease				
Anticipated Impact (Goal) The initiatives and outreach to address this health need by the hospital is anticipated to result in: reduction in hospital readmissions for chronic disease related illnesses, improve the health and quality of life for those we suffer from chronic illness, enable participants to better manage their disease, and create a supportive environment for individuals to learn critical skills and enhance their knowledge on self-management.					
			Strategic	Objectives	
Strategy or Program	Summary Description	Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Chronic Disease Community Outreach	 Outreach to community through hospital participation in health fairs, screenings, education, programs Research the feasibility of having the cafeteria flag menu options that are heart healthy or diabetes friendly for patients, visitors and staff. Provide interactive web series via social media on related topics Utilize kiosks for health screenings on related topics 		•		•
Chronic Disease Referral System	Research protocols for referrals to outside agencies to provide exercise and/or nutrition programs and referrals to non- hospital providers		•		
Fresh food offerings at local food banks	• Focus offerings on fresh fruits, vegetables and protein and local food banks		•	•	

Health Need: Chron	nic Disease
Planned Resources	Space, staff, and funding to implement hospital initiatives as well as provide support as needed to collaborating partners to implement and enhance their identified programs.
Planned Collaborators	The hospital will partner with local providers and food banks, Jefferson County General Health District, Jefferson County School District, Ohio Valley Health Center, Urban Mission, and YMCA.

Health Need: Mate	rnal and Infant Health				
Anticipated Impact (Goal) The initiatives and outreach to address this health need by the hospital is anticipated to result in: reducing the burden of maternal and infant mortality and morbidity and improvement of maternal and newborn health outcomes.					
			Strategic	Objectives	
Strategy or Program	Summary Description	Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Maternal and Infant Health Community Outreach	• Outreach to the community through programs, services, supplies and support groups to educate on pre-term births, how to reduce low birth weight babies and infant mortality		•		
Referral Services	• Offer referrals to women and infant health and abuse services Partner with Pittsburgh hospital to have addicted newborns transported down to Pittsburgh for detox	•	•		
Help Me Grow Program	Help Me Grow is Ohio's evidenced-based parent support program that encourages early prenatal and well-baby care, as well as parenting education to promote the comprehensive health and development of children. Help Me Grow System includes Central Intake, Help Me Grow Home Visiting and Help me Grow Early Intervention.		•	•	•

2022 Community Health Implementation Strategy

Health Need: Mater	nal and Infant Health				
Moms Helping Moms	• WIC breastfeeding peer helper program WIC mothers supporting new mothers through support and education		•		
Cribs for Kids [©] Program	• Program to provide Cribettes [®] and safe sleep education to eligible families		٠		
Ohio Partners for Smoke Free Families (OPSFF)	• A perinatal smoking cessation program to reduce the prevalence of smoking among women of reproductive age, including pregnant women		•		
Planned Resources	Space, staff, and funding to implement hospital initiatives as well as provide support as needed to collaborating partners to implement and enhance their identified programs.				
Planned Collaborators	e hospital will partner with local providers, A Caring Place Child Advocacy Center, AIM Women's rvices, Jefferson County General Health District, Ohio Valley Health Center, Trinity Health System's mprehensive Women's Care Center, Urban Mission, WIC, and Women's Shelter Services.				

Health Need: Acces	ss to Health Care					
Anticipated Impact (Goal)	pact (Goal) The initiatives and outreach to address this health need by the hospital is anticipated to result in: reduction in hospital readmissions for chronic disease related illnesses, improve the health and quality of life for those who suffer from chronic illness, enable participants to better manage their disease, and create a supportive environment for individuals to learn critical skills and enhance their knowledge on self-management.					
			Strategic	Objectives		
Strategy or Program	Summary Description	Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact	
Patient Financial Assistance Program	• Continue to offer patient financial assistance to those residents living in Jefferson, Belmont and Harrison counties in Ohio and			•		

2022 Community Health Implementation Strategy



Health Need: Access to Health Care

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	Brook and Hancock counties in West Virginia.					
Medical Transition Program	• Program funded by Trinity Health System for Medicaid patients to receive referrals to hospital providers who are under contract to accept patient at no charge			•		
Assist Uninsured and Underinsured in Enrolling in Coverage	• Hospital and community agencies assist in enrolling patients/clients to healthcare coverage	•	•			
Community Outreach	 Provide interactive web series via social media on related topics Utilize kiosks for health screenings on related topics 		•		•	
Planned Resources	Space, staff, and funding to implement hospital initiatives as well as provide support as needed to collaborating partners to implement and enhance their identified programs.					
Planned Collaborators	The hospital will partner with local providers and food banks, Jeffers Jefferson County School District, Ohio Valley Health Center, Urban				ct,	