

## **BON SECOURS MARY IMMACULATE HOSPITAL FY2020 – FY2022 IMPLEMENTATION PLAN**

The Mission of Bon Secours Health System is to bring compassion to health care and to commit ourselves to help bring people and communities to health and wholeness as part of the healing ministry of Jesus Christ and the Catholic Church. Our mission leads us to create collaborative partnerships to address the health care needs of the underserved residents of Newport News and the Peninsula. Through these partnerships, Bon Secours Mary Immaculate Hospital is able to positively impact the health of the community in its service area.

Using the results from the Community Health Needs Assessment (CHNA) survey, community focus groups, and analysis of secondary data, the Bon Secours Mary Immaculate Hospital senior leadership team developed the following implementation plan while also taking into account:

- Fit with the Bon Secours Health System Mission and Strategic Quality Plan
- High morbidity/mortality/negative outcome caused by need
- Service/Support for need is available within Bon Secours
- Service/Support for need is already available in the region, outside of Bon Secours
- Strong partners are available to address this need
- Need is present in more than one region in Hampton Roads

The CHNA process determined that the five most significant health needs in the Mary Immaculate service area may be grouped into the following broad categories:

- Alcohol and Substance Use
- Chronic Health in Aging Adults
- Behavioral/Mental Health
- Obesity
- Diabetes

While the CHNA Implementation Plan will focus on Substance Abuse and Chronic Health in Aging Adults, Mary Immaculate Hospital will also address Behavioral/Mental Health, Obesity, and Diabetes through community education and partnerships with other organizations addressing the needs with specialized programs and services.

The following implementation plan has been developed as a result.

## **PRIORITY: Improve Community Health and Well-Being**

**GOAL:** Reduce risk of opioid dependency and addiction in community.

### **BACKGROUND ON STRATEGY**

Opioid addiction is a long-lasting (chronic) disease that can cause major health, social, and economic problems. Opioids are a class of drugs that act in the nervous system to produce feelings of pleasure and pain relief.

Opioid addiction is characterized by a powerful, compulsive urge to use opioid drugs, even when they are no longer required medically. Opioids have a high potential for causing addiction in some people, even when the medications are prescribed appropriately and taken as directed. Many prescription opioids are misused or diverted to others. Individuals who become addicted may prioritize getting and using these drugs over other activities in their lives, often negatively impacting their professional and personal relationships. It is unknown why some people are more likely to become addicted than others.

Opioids change the chemistry of the brain and lead to drug tolerance, which means that over time the dose needs to be increased to achieve the same effect. Taking opioids over a long period of time produces dependence, such that when people stop taking the drug, they have physical and psychological symptoms of withdrawal (such as muscle cramping, diarrhea, and anxiety). Dependence is not the same thing as addiction; although everyone who takes opioids for an extended period will become dependent, only a small percentage also experience the compulsive, continuing need for the drug that characterizes addiction.

Opioid addiction can cause life-threatening health problems, including the risk of overdose. Overdose occurs when high doses of opioids cause breathing to slow or stop, leading to unconsciousness and death if the overdose is not treated immediately. Both legal and illegal opioids carry a risk of overdose if a person takes too much of the drug, or if opioids are combined with other drugs (particularly tranquilizers called benzodiazepines).

-adapted from <https://qhr.nlm.nih.gov/condition/opioid-addiction>

**OBJECTIVE #1:** *Increase awareness and implementation of SBIRT and MAT through the Emergency Department.*

**ACTION PLAN**

Activity	Target Date	Anticipated Impact or Result
<ul style="list-style-type: none"> <li>Identify and prioritize key stakeholders and initiate training for high priority providers.</li> <li>Align training and quality metrics around contracts and agreements.</li> <li>Develop and implement Medically-Assisted Therapy (MAT) in ED.</li> </ul>	December 2020	<ul style="list-style-type: none"> <li>Improve understanding of the health detriment opioid dependency can cause.</li> <li>Reduce incidences of substance abuse.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to educate lower-priority providers. Implement training protocol for hospitalists to receive Suboxone waiver.</li> </ul>	December 2021	<ul style="list-style-type: none"> <li>Improve safe prescription practices throughout facility.</li> </ul>
<ul style="list-style-type: none"> <li>Develop partnership with local residency programs (EVMS) to provide opioid education to residents.</li> </ul>	December 2022	<ul style="list-style-type: none"> <li>Ensure future providers understand the health detriment opioid dependency can cause on their future patients.</li> </ul>
<b>Resources Committed:</b> <ul style="list-style-type: none"> <li>Staffing</li> </ul>		<b>Intended Partnerships:</b> <ul style="list-style-type: none"> <li>Affiliated Physician Groups</li> <li>Eastern Virginia Medical Group</li> </ul>

**OBJECTIVE #2:** *Increase awareness of opioid and substance abuse risks among all hospital employees.*

**ACTION PLAN**

Activity	Target Date	Anticipated Impact or Result
<ul style="list-style-type: none"> <li>Develop a committee and strategy around education that can reach all employees.</li> <li>Provide education to all employees.</li> </ul>	December 2020	<ul style="list-style-type: none"> <li>Improve understanding of the health detriment opioid dependency can cause.</li> <li>Reduce incidences of substance abuse.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to provide education to new employees</li> <li>Research grant funding opportunities to expand scope of implementation and education</li> </ul>	December 2021	<ul style="list-style-type: none"> <li>Improve understanding of the health detriment opioid dependency can cause.</li> <li>Reduce incidences of substance abuse.</li> <li>Expand outreach to broader audience to positively impact community.</li> </ul>

<ul style="list-style-type: none"> <li>Continue to provide education to new employees.</li> <li>Evaluate success of program.</li> <li>Develop strategy to provide REVIVE training to associates.</li> </ul>	December 2022	<ul style="list-style-type: none"> <li>Improve understanding of the health detriment opioid dependency can cause.</li> <li>Reduce incidences of substance abuse.</li> <li>Expand outreach to broader audience to positively impact community.</li> </ul>
<b>Resources Committed:</b> <ul style="list-style-type: none"> <li>Staffing</li> </ul>	<b>Intended Partnerships:</b> <ul style="list-style-type: none"> <li>Newport News Department of Health</li> </ul>	
<b>OBJECTIVE #3:</b> <i>Increase awareness of opioid and substance abuse risks through school and community partnerships.</i>		
<b>ACTION PLAN</b>		
<b>Activity</b>	<b>Target Date</b>	<b>Anticipated Impact or Result</b>
<ul style="list-style-type: none"> <li>Partner with clinical staff and community partners to provide opioid and other resiliency training within middle and high schools within the market. Goal of 1 school interaction for the year. This may include children in ages other than listed in KPI.</li> </ul>	December 2020	<ul style="list-style-type: none"> <li>Reduce substance abuse-related injuries and deaths in youth.</li> <li>Increase awareness of harm from substance abuse and other negative health behaviors.</li> </ul>
<ul style="list-style-type: none"> <li>Partner with clinical staff and community partners to provide opioid and other resiliency training within middle and high schools within the market. Goal of 3 school interactions for the year.</li> </ul>	December 2021	<ul style="list-style-type: none"> <li>Reduce substance abuse-related injuries and deaths in youth.</li> <li>Increase awareness of harm from substance abuse and other negative health behaviors.</li> </ul>
<ul style="list-style-type: none"> <li>Partner with clinical staff and community partners to provide opioid and other resiliency training within middle and high schools within the market. Goal of 5 school interactions for the year.</li> </ul>	December 2022	<ul style="list-style-type: none"> <li>Reduce substance abuse-related injuries and deaths in youth.</li> <li>Increase awareness of harm from substance abuse and other negative health behaviors.</li> </ul>
<b>Resources Committed:</b> <ul style="list-style-type: none"> <li>Staffing</li> <li>Funding for presenters</li> </ul>	<b>Intended Partnerships:</b> <ul style="list-style-type: none"> <li>Area Middle and High Schools</li> <li>Newport News Community Service Board</li> <li>Newport News Sheriff Department</li> </ul>	

## **PRIORITY: Improve Community Health and Well-Being**

**GOAL:** Improve access to healthcare opportunity to treat and manage chronic conditions for aging population.

### **BACKGROUND ON STRATEGY**

One in four Americans has multiple chronic conditions, those that last a year or more and require ongoing medical attention or that limit activities of daily living. That number rises to three in four Americans aged 65 and older.

This high prevalence has several underlying causes: the rapidly growing population of older adults, the increasing life expectancy associated with advances in public health and clinical medicine, and the high prevalence of some risk factors, such as tobacco use and physical inactivity. In 2014, 14.5% (46.3 million) of the US population was aged 65 or older and is projected to reach 23.5% (98 million) by 2060.

As a person's number of chronic conditions increases, his or her risk for dying prematurely, being hospitalized, and even receiving conflicting advice from health care providers increases. People with multiple chronic conditions also are at greater risk of poor day-to-day functioning. Aging adults experience higher risk of chronic disease. In 2012, 60% of older adults managed 2 or more chronic conditions. Chronic conditions can lower quality of life for older adults and contribute to the leading causes of death among this population.

Having multiple chronic conditions is also associated with substantial health care costs. Approximately 71% of the total health care spending in the United States is associated with care for the Americans with more than one chronic condition.<sup>2</sup> Among Medicare fee-for-service beneficiaries, people with multiple chronic conditions account for 93% of total Medicare spending.<sup>3</sup> People with multiple chronic conditions face substantial out-of-pocket costs of their care, including higher costs for prescription drugs

-adapted from <https://www.healthypeople.gov/2020/topics-objectives/topic/older-adults/ebrs>,  
<https://www.cdc.gov/chronicdisease/about/multiple-chronic.htm>

<b>OBJECTIVE #1:</b> <i>Improve awareness of chronic health conditions and social determinants of health through community education.</i>		
<b>ACTION PLAN</b>		
<b>Activity</b>	<b>Target Date</b>	<b>Anticipated Impact or Result</b>
<ul style="list-style-type: none"> <li>Partner with medical providers and community groups to provide education at SeniorHealth Lunch &amp; Learns on five health topics from the CHNA survey. Speakers will provide a pre- and post- test to group to demonstrate knowledge gained.</li> </ul>	December 2020	<ul style="list-style-type: none"> <li>Increase patient awareness of top chronic health conditions for area.</li> <li>Reduce hospitalizations among aging population for chronic health conditions.</li> </ul>
<ul style="list-style-type: none"> <li>Partner with medical providers and community groups to provide education at SeniorHealth Lunch &amp; Learns on five health topics from the CHNA survey. Speakers will provide a pre- and post- test to group to demonstrate knowledge gained.</li> </ul>	December 2021	<ul style="list-style-type: none"> <li>Increase patient awareness of top chronic health conditions for area.</li> <li>Reduce hospitalizations among aging population for chronic health conditions.</li> </ul>
<ul style="list-style-type: none"> <li>Partner with medical providers and community groups to provide education at SeniorHealth Lunch &amp; Learns on five health topics from the CHNA survey. Speakers will provide a pre and pre- and post- test to group to demonstrate knowledge gained.</li> </ul>	December 2022	<ul style="list-style-type: none"> <li>Increase patient awareness of top chronic health conditions for area.</li> <li>Reduce hospitalizations among aging population for chronic health conditions.</li> </ul>
<b>Resources Committed:</b> <ul style="list-style-type: none"> <li>Staffing</li> <li>Catering</li> <li>Facility Use</li> </ul>		<b>Intended Partnerships:</b> <ul style="list-style-type: none"> <li>Tidewater Peninsula Medical Group</li> <li>Community Agencies</li> <li>Newport News Sheriff Department</li> <li>Newport News Fire Department</li> <li>Peninsula Agency on Aging</li> </ul>

<b>OBJECTIVE #2:</b> <i>Improve quality of care delivery for aging population through NICHE membership</i>		
<b>ACTION PLAN</b>		
<b>Activity</b>	<b>Target Date</b>	<b>Anticipated Impact or Result</b>
<ul style="list-style-type: none"> <li>100% of selected unit associates will receive NICHE education</li> </ul>	December 2020	<ul style="list-style-type: none"> <li>Improve care delivery for aging population</li> </ul>
<ul style="list-style-type: none"> <li>Develop and implement strategies in order for MIH to meet the NICHE senior-friendly designation</li> </ul>	December 2021	<ul style="list-style-type: none"> <li>Improve care delivery for aging population</li> </ul>
<ul style="list-style-type: none"> <li>Evaluate future opportunities to increase aging services.</li> </ul>	December 2022	<ul style="list-style-type: none"> <li>Improve care delivery for aging population</li> </ul>
<b>Resources Committed:</b>		<b>Intended Partnerships:</b>
<ul style="list-style-type: none"> <li>Staffing</li> </ul>		
<b>OBJECTIVE #3:</b> <i>Increase awareness of congestive heart failure risks through a CHF cohort study.</i>		
<b>ACTION PLAN</b>		
<b>Activity</b>	<b>Target Date</b>	<b>Anticipated Impact or Result</b>
<ul style="list-style-type: none"> <li>Community members will be invited to join into CHF camp. The study will consist of 6 sessions and educate on 6 topics related to CHF. Pre-post tests will be used to evaluate success.</li> </ul>	December 2020	<ul style="list-style-type: none"> <li>Reduce incidences of readmission for heart-related ailments.</li> <li>Increase awareness of chronic health conditions.</li> </ul>
<ul style="list-style-type: none"> <li>Evaluate and implement expanded partnerships around disease management. Evaluate revenue stream opportunities to sustain programing.</li> </ul>	December 2021	<ul style="list-style-type: none"> <li>Reduce incidences of readmission for heart-related ailments.</li> <li>Increase awareness of chronic health conditions.</li> </ul>
<ul style="list-style-type: none"> <li>Expand education to include the VOX virtual education platform in order to reach a wider audience.</li> </ul>	December 2022	<ul style="list-style-type: none"> <li>Reduce incidences of readmission for heart-related ailments.</li> <li>Increase awareness of chronic health conditions.</li> <li>Increase participation through virtual platform.</li> </ul>
<b>Resources Committed:</b>		<b>Intended Partnerships:</b>
<ul style="list-style-type: none"> <li>Staffing</li> <li>Facility Use</li> </ul>		<ul style="list-style-type: none"> <li>Tidewater Peninsula Medical Group</li> <li>Community Agencies</li> </ul>

## **OTHER IDENTIFIED COMMUNITY HEALTH NEEDS NOT ADDRESSED IN IMPLEMENTATION PLAN**

Although Bon Secours Mary Immaculate Hospital recognizes the importance of all the needs identified by the community, resources are limited within the organization to prioritize all of the needs. There are other providers and organizations addressing these needs with specialized programs and services. Mary Immaculate is prepared to collaborate/assist with these efforts beyond the current set of services we provide.

The list below provides names of some resources in the area than can help meet the identified needs of the community:

ACCESS	Peninsula Health District
Catholic Charities of Eastern Virginia	Operation Blessing
Children's Hospital of The King's Daughters	Peninsula Agency on Aging
Christopher Newport University	Reponse - Sexual Abuse Support Services
Eastern Virginia Medical School	Riverside Health System
Geriatrics Life Care	Sentara Healthcare
Habitat for Humanity	United Way of the Virginia Peninsula
Hampton University	Veterans Affairs Medical Center
Jewish Family Services	Virginia Peninsula FoodBank
Lackey Clinic	Virginia Supportive Housing
Peninsula Community Foundation of Virginia	Williamsburg Community Health Foundation

For a list of additional resources available to meet the identified needs of the community, please review the Virginia Department of Health's Community Services Resource Guide at <https://www.vdh.virginia.gov/LHD/peninsula/links.html>.