

**Licking Memorial Hospital  
2020-2022 Implementation Strategy**

**Meeting the Significant Community Health Needs Identified in the  
2019 Community Health Needs Assessment**

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## **ABOUT LICKING MEMORIAL HOSPITAL (LMH)**

Licking Memorial Hospital remains responsive to the healthcare needs of the Licking County area that it has served for more than 100 years. The 227-bed facility offers a full spectrum of quality patient care services, from emergency medicine to home health care. In addition, Licking Memorial Hospital offers a number of specialized medical services unique for a Hospital of its size. Comprehensive services are available in areas such as cancer care, heart care, maternity services and mental health. Licking Memorial Health Systems' mission is to improve the health of the community.

## **PURPOSE OF IMPLEMENTATION STRATEGY**

This Implementation Strategy was prepared to comply with federal tax law requirements in the Internal Revenue Code section 501(r) requiring hospitals owned and operated by an organization described in Code section 501(c)(3) to conduct a Community Health Needs Assessment (CHNA) at least once every three years and adopt an Implementation Strategy to meet the community health needs identified through the CHNA.

This Implementation Strategy applies to tax years January 1, 2020 through December 31, 2022 and describes LMH's planned response to the needs identified in the 2019 CHNA. This Implementation Strategy is approved by LMH's governing board and is available on LMH's web site.

To receive a copy of the 2019 CHNA report or to provide written comments on the 2019 CHNA report and Implementation Strategy please contact our Director of Process Improvement at Licking Memorial Hospital, 1320 West Main Street, Newark, Ohio 43055 or [info@lmhealth.org](mailto:info@lmhealth.org).

LMH contracted with Bricker & Eckler LLP /INCompliance Consulting, 100 South Third Street, Columbus, Ohio 43215 in conducting the CHNA and preparing this implementation strategy.

## **COMMUNITY HEALTH NEEDS IDENTIFIED IN 2019 CHNA REPORT**

LMH's "community served" is the residents of Licking County, Ohio. The CHNA includes input from the community served, including those with special knowledge of or expertise in public health. LMH is a member of the Licking County Community Health Improvement Committee (CHIC). During the January 11, 2018 and April 5, 2018 CHIC meetings the significant health needs of the community were identified and prioritized. Please refer to LMH's 2019 CHNA report for a list of CHIC members and participating organizations.

The following significant health needs were identified and prioritized in LMH's 2019 CHNA.

1. Behavioral health – reduce the burden of addiction and reduce untreated depression and anxiety
2. Chronic disease – decrease negative health conditions associated with obesity, decrease the prevalence of tobacco use, and decrease the burden of cancer
3. Access to care – increase affordable health care options
4. Infant mortality – reduce infant mortality

LMH has chosen to address each of these significant health needs in this implementation strategy.

**PARTICIPANTS IN IMPLEMENTATION STRATEGY DEVELOPMENT**

LMH collaborated with the Licking County Health Department and other CHIC members to develop a plan to address the community’s significant health needs. This Implementation Strategy focuses on LMH’s actions and resources to address those needs.

**DESCRIPTION OF SIGNIFICANT HEALTH NEEDS IDENTIFIED**

Need	Description
<b>BEHAVIORAL HEALTH</b>	
Reduce the burden of addiction	<p>In 2017 there were 31 deaths per 100,000 population due to unintentional drug overdoses in central Ohio, compared to 44.1 per 100,000 for the State.</p> <p>In 2018 there were 42 unintentional overdose deaths, a 20% increase from 2017. Fentanyl was primarily responsible for the increase in deaths.</p> <p>Survey data for grades 6-12 show 18.4% of respondents used an illicit drug in the past year and 12.9% used in the past month.</p>
Reduce untreated depression and anxiety	<p>In 2017, there were 21.8 deaths due to suicide per 100,000 in central Ohio, compared to 14.8 for the State.</p> <p>Licking County had 113 mental health providers per 100,000 compared to 212.2 for the State.</p> <p>In 2017, 21.2% of Licking County Medicare enrollees reported experiencing depression, compared to 19.7% for the State.</p> <p>In 2017, suicide was listed as a leading cause of death for Licking County.</p>
<b>CHRONIC DISEASE</b>	
Decrease negative health conditions associated with obesity	<p>In 2015, 38% of Licking County adults polled were obese and 32% were overweight.</p> <p>In 2019, 32% of Licking County adults polled were obese.</p> <p>In 2017, 3.2% of adults in central Ohio were diagnosed with coronary heart disease, compared to 4.7% for the State.</p> <p>In 2017, 4.1% of adults in central Ohio were diagnosed with a heart attack, compared to 5.5% for the State.</p> <p>In 2017, 32.8% of Licking County adults were diagnosed with hypertension, compared to 34.7% for the State.</p>

	<p>In 2017, 9.3% of Licking County adults were identified by a health professional as having diabetes, compared to 11.3% for the State.</p> <p>In 2017, 10.1% of adults in central Ohio were identified by a health professional as having prediabetes, compared to 8.8% for the State.</p>
Decrease the prevalence of tobacco use	<p>In 2015, 24% of Licking County were identified as smokers.</p> <p>In 2019, 21% of Licking County adults were identified as smokers.</p> <p>In 2019, 22.6% of Licking County adults use tobacco, compared to 21.7% for the State.</p>
Decrease the burden of cancer	<p>In 2015, 6% of Licking County residents were diagnosed with cancer (other than skin cancer).</p> <p>In 2017, cancer was listed as a leading cause of death for Licking County.</p> <p>In 2017, 489.7 per 100,000 of Licking County residents had a cancer incidence (all sites), compared to 456.3 per 100,000 for the State.</p>
<b>ACCESS TO CARE</b>	
Increase affordable health care options	<p>In 2013, 16,233 or 9.7% of Licking County residents were uninsured, compared to 11% for the State.</p> <p>In 2014, 10,719 or 6.4% of Licking County residents were uninsured.</p>
<b>INFANT MORTALITY</b>	
Decrease the infant mortality rate	<p>In 2017, 10.2 % of live births in Licking County were preterm (less than 37 weeks) compared to 10.4% for the State.</p> <p>In 2017, 1.9% of live births in Licking County are very preterm, less than 32 weeks) compared to 1.8% for the State.</p> <p>In 2017, the rate of infant deaths per 1,000 live births was 7.5 for central Ohio, compared to 7.2 for the state.</p> <p>In 2017, the rate of neonatal infant deaths per 1,000 live births was 5.7 for central Ohio, compared to 5.0 for the State.</p> <p>In 2017, the rate of post-neonatal infant deaths per 1,000 live births was 1.8 for central Ohio, compared to 2.2 for the State.</p>

**STRATEGIES TO ADDRESS HEALTH NEEDS IDENTIFIED IN THE CHNA REPORT AND ALIGNMENT WITH STATE HEALTH IMPROVEMENT PLAN (SHIP)**

The following identifies LMH’s contributions to addressing the community’s significant health needs over the next three years (January 1, 2020 through December 31, 2022).

The Ohio Department of Health (ODH) identified three priority topics in the 2017-2019 State Health Improvement Plan (SHIP): mental health and addiction, chronic disease, and maternal and infant health. As part of the State alignment process, ODH requires hospitals and local health districts to select at least two priority topics and at least one priority outcome for the topics chosen from the SHIP to address in their community improvement plan/implementation strategy. LMH identified significant health needs for Licking County that align with all three SHIP priority topics.

<b>Significant Health Need:</b> Behavioral health - addiction
<b>Goal:</b> Reduce the burden of addiction
<p><b>LMH Action:</b></p> <ul style="list-style-type: none"> <li>• Offer drug abuse treatment services through Shepherd Hill (adults only) regardless of the individual’s ability to pay</li> <li>• Collaborate with community partners specializing in this disease with a focus on continued support to our Medication Assisted Therapy Program</li> <li>• Continue support of “Our Futures in Licking County” initiative to reduce the use/abuse of marijuana, alcohol, tobacco, and other drugs by youth</li> <li>• Provide free “Q&amp;A” sessions with an addictionologist</li> </ul> <p><b>Anticipated Impact:</b></p> <ul style="list-style-type: none"> <li>• Improved community access to treatment for addiction</li> <li>• Decrease in number of drug overdoses in Licking County</li> </ul> <p><b>LMH Resources:</b></p> <ul style="list-style-type: none"> <li>• Staff to participate on committees and collaborations</li> <li>• Addictionologist for free Q&amp;A sessions</li> <li>• Funding for extended residential treatment and other programs</li> </ul> <p><b>Collaborative Partners:</b></p> <ul style="list-style-type: none"> <li>• Our Futures in Licking County</li> <li>• Mental Health and Recovery for Knox and Licking County</li> <li>• Behavioral Health Partners</li> <li>• Licking County Health Department</li> <li>• Licking Memorial Health Professionals</li> <li>• Community Health Clinic</li> <li>• Local School Districts</li> </ul> <p><b>Alignment with SHIP:</b></p> <ul style="list-style-type: none"> <li>• Priority topic: Mental health and addiction</li> </ul>

- Priority outcome: Reduce drug dependency/abuse
- Cross-cutting factor: Public health, prevention and health behaviors
- Cross-cutting strategy: Strengthen community substance abuse and addiction prevention services, including those provided in school settings as well as suicide prevention efforts
- Cross-cutting outcome indicator: Number of unintentional drug overdose cases in emergency department

**Significant Health Need:** Behavioral health – mental health

**Goal:** Reduce untreated depression and anxiety

**LMH Action:**

- Provide psychiatric and counseling services for behavioral health and substance use disorder
- Collaborate with Behavioral Healthcare Partners (BHP) to pilot a new behavioral health care model in primary care setting

**Anticipated Impact:**

- Improved patient care and care planning
- Improved patient access to community resources
- Reduction in hospital re-admissions caused by behavioral and mental health issues

**LMH Resources:**

- Staff to participate on committees and collaborations
- Psychiatric counseling services
- Leased emergency department space to mental health providers

**Collaborative Partners:**

- Our Futures in Licking County
- Mental Health and Recovery for Knox and Licking County
- Behavioral Health Partners
- Licking County Health Department
- Licking Memorial Health Professionals
- Community Health Clinic
- Local School Districts

**Alignment with SHIP:**

- Priority topic: Mental health and addiction
- Priority outcome: Reduce depression
- Cross-cutting factor: Healthcare system and access
- Cross-cutting strategy: Screening for clinical depression for all patients 12 and older
- Cross-cutting outcome indicator: Depression screening

<b>Significant Health Need:</b> Chronic disease - obesity
<b>Goal:</b> Decrease negative health conditions associated with obesity
<p><b>LMH Action:</b></p> <ul style="list-style-type: none"> <li>• Increase awareness of diabetes prevention and treatment</li> <li>• Provide free diabetes screenings</li> <li>• Provide community education programming focused on healthier food choices, exercise, and good lifestyle habits</li> </ul> <p><b>Anticipated Impact:</b></p> <ul style="list-style-type: none"> <li>• Identify individuals with an unknown diagnosis of diabetes or pre-diabetes through the use of free diabetes screenings at community events</li> </ul> <p><b>LMH Resources:</b></p> <ul style="list-style-type: none"> <li>• Staff, marketing, and educational resources for wellness programs</li> <li>• Staff, facilities, and educational resources for diabetes educational programs</li> <li>• Staff and materials for free diabetes screenings</li> <li>• Wellness Center</li> </ul> <p><b>Collaborative Partners:</b></p> <ul style="list-style-type: none"> <li>• Licking County Health Department</li> <li>• Licking Memorial Health Professionals</li> <li>• Newark Advocate</li> <li>• Ohio State University Extension – Newark campus</li> <li>• Pathways of Central Ohio / 2-1-1</li> <li>• Licking County YMCA</li> </ul> <p><b>Alignment with SHIP:</b></p> <ul style="list-style-type: none"> <li>• Priority topic: Chronic disease</li> <li>• Priority outcome: Reduce diabetes</li> <li>• Cross-cutting factor: Public health system, prevention and health behaviors</li> <li>• Cross-cutting strategy: Increase awareness of prediabetes</li> <li>• Cross-cutting outcome indicator: Prevalence of adults with diabetes</li> </ul>

<b>Significant Health Need:</b> Chronic disease – tobacco use
<b>Goal:</b> Decrease the prevalence of tobacco use
<p><b>LMH Action:</b></p> <ul style="list-style-type: none"> <li>• Provide tobacco cessation programming, support, including nicotine replacement therapy, to all interested community members free of charge</li> <li>• Continue Quit for You, Quit for Your Baby initiative</li> </ul> <p><b>Anticipated Impact:</b></p> <ul style="list-style-type: none"> <li>• Increased participation and completion of tobacco cessation programs by community members, with the goal to reduce the number of smokers in Licking County</li> </ul>



- Reduction in number of pregnant mothers smoking

**LMH Resources:**

- Staff, facility, and educational material for free smoking cessation programs

**Collaborative Partners:**

- Licking County Health Department
- Licking Memorial Health Professionals
- Community Health Clinic
- American Red Cross of Licking County
- Pathways of Central Ohio / 2-1-1
- Our Futures in Licking County
- Local School Districts Quit for Your Health program

**Alignment with SHIP:** Not applicable

**Significant Health Need:** Chronic disease - cancer

**Goal:** Decrease the burden of colon cancer

**LMH Action:**

- Improve access to colon cancer screenings through the addition of gastroenterologists, expanding appointment availability, and the adoption of Cologuard as an option for low-risk patients who are reluctant to undergo a colonoscopy procedure
- Track performance/compliance of patients obtaining screening colonoscopies
- Community education regarding the importance of timely screening, to include mass mailings and community education programs
- Promote availability of Cologuard for those low-risk patients who are averse to undergoing colonoscopy
- Monitor provider to patient ratios, appointment wait times and other quality metrics to determine the need for additional resources in the community

**Anticipated Impact:**

- A decrease in the percentage of patients over 50 years of age with no screening colonoscopy
- Improve access to colon cancer screenings
- Improved community awareness of the need for colonoscopy screening to aid in the detection of colon cancer through the use of community education programs and colon cancer-specific educational offerings/materials

**LMH Resources:**

- Staff for expanded appointment availability
- Track performance/compliance of screened patients
- Educational material for mailings and educational programs
- Monitor quality metrics to determine any need for additional resources

**Collaborative Partners:**

- Licking County Health Department
- Licking Memorial Health Professionals
- Newark Advocate
- Community Health Clinic

Alignment with SHIP: Not applicable

**Significant Health Need:** Chronic disease - cancer

**Goal:** Decrease the burden of breast cancer

**LMH Action:**

- Use mammography imaging technology with greater levels of sensitivity
- Provide free mammogram screening days for patients without health insurance or who otherwise not receive a mammogram for financial reasons

**Anticipated Impact:**

- Higher rates of breast cancer detection in an early stage
- Reduction in number of women who did not receive a timely mammogram

**LMH Resources:**

- Tomosynthesis screenings
- Free mammogram screenings
- Staff for participation on committees
- Staff, facility and educational material for educational programs

**Collaborative Partners:**

- Licking County Health Department
- Licking Memorial Health Professionals
- Newark Advocate
- Community Health Clinic

**Alignment with SHIP:** Not applicable

**Significant Health Need:** Chronic disease - cancer

**Goal:** Decrease the burden of lung cancer

**LMH Action:**

- Provide low-dose CT scanning for patients at high risk for lung cancer
- Provide robust tobacco cessation programs

**Anticipated Impact:**

- Increase in early detection of lung cancer
- Reduction in late-stage lung cancer diagnoses
- Positive impact on 5-year survival rates for diagnosed patients

**LMH Resources:**

- Low-dose CT scanning
- Navigator for patient education and follow-up
- Staff to participate in lung screening registry and monitor trends
- Staff, facility, and educational material for smoking cessation programs
- Staff, facility, and educational material for lung cancer educational programs

**Collaborative Partners:**

- Licking County Health Department
- Licking Memorial Health Professionals
- Newark Advocate
- Community Health Clinic

**Alignment with SHIP:** Not applicable

**Significant Health Need:** Access to care

**Goal:** Increase affordable health care options

**LMH Action:**

- Provide extended residential treatment (up to 90 days) in partnership with Mental Health and Recovery Board of Knox and Licking Counties regardless of patient's ability to pay
- Effectively link patients to community resources
- Moms Plus Program – Offer free child care during to pregnant moms participating in the monthly prenatal class/support group for mothers suffering from addiction
- Provide uncompensated care for those earning up to 250% of federal poverty level

**Anticipated Impact:**

- Improved community access to treatment for addictions
- Decrease use of ED by high utilization patients who are not in need of emergency services
- Increase number of perinatal visits for pregnant mothers suffering from addiction

**LMH Resources:**

- Funding for extended residential treatment and Shepherd Hill treatment
- Case manager to assess patients with high ED use
- Staff, facility, and child care for Moms Plus Program
- Staff for partnerships
- Funding for uncompensated care

**Collaborative Partners:**

- Behavioral Healthcare Partners
- Mental Health and Recovery Board of Knox and Licking Counties
- Dennison University

**Alignment with SHIP:** Not applicable

**Significant Health Need:** Infant mortality

**Goal:** Reduce infant mortality

**LMH Action:**

- Provide “Safe Sleep” education to all new parents in an effort to ensure they are knowledgeable about the risks of Sudden Infant Death Syndrome (SIDS) and precautions they can take to protect their newborns
- Use “Safe Sleep Sacks” for all new born babies and those admitted to the hospital nursery – Safe Sleep Sacks are also provided to every newborn at the time of discharge
- All newborns receive an “onesie” that states “This Side Up” to promote safe sleep at home
- Remain designated as a “Baby Friendly” hospital
- Continue robust tobacco cessation programming available at the LMPC Women’s Health practice location
- Maintain a Medication Assisted Therapy Clinic specifically targeting pregnant mothers suffering from addiction
- Maintain a Level II Special Care Nursery on site to provide immediate and ongoing care to infants with critical needs
- Participate in Ohio Perinatal Quality Collaborative’s Moms Plus Project for pregnant mothers suffering from addiction and share data with the Ohio Department of Mental Health and Addiction Services to promote physician coordination for overall health of patients
- Moms Plus Program - Provide prenatal class/support group for pregnant mothers suffering from addiction where mothers meet individually with physician as well as participate in support group while free child care is offered for participants

**Anticipated Impact:**

- Improved new mother knowledge of safe sleep habits
- Reduction in number of pregnant women smoking during pregnancy
- Increase number of perinatal visits for mothers suffering from addiction
- Decrease infant mortality rates in Licking County
- Decrease length of stay in Level II Special Care Nursery for infants suffering from opiate and other substance abuse withdrawal

**LMH Resources:**

- Staff and educational material to educate parents on safe sleep
- Safe Sleep Sacks
- Newborn Onesies

- Staff to promote infant feeding and bonding
- Staff, facility, and educational material for smoking cessation programs
- Medication Assisted Therapy Clinic
- Level II nursery
- Staff to enter and evaluate data for the Moms Plus Project
- Staff, facility, and child care for Moms Plus Program

**Collaborative Partners:**

- Licking County Health Department
- Licking Memorial Health Professionals
- Community Health Clinic
- Ohio Hospital Association

**Alignment with SHIP:**

- Priority topic: Maternal and infant health
- Priority outcome: Reduce infant mortality Cross-cutting factor: Healthcare system and access
- Cross-cutting strategy: Smoking cessation programming
- Cross-cutting outcome indicator: Percent of women who smoke during pregnancy

**REFERENCES**

Licking Memorial Hospital 2019 Community Health Needs Assessment.  
Ohio 2017-2019 State Health Improvement Plan