

REGIONAL HEALTH

IMPLEMENTATION STRATEGY

St. Charles Madras
Community Benefit Department

2017-19



Letter from leadership

Creating America's healthiest community, together, is St. Charles Health System's vision—our end goal. While it may seem far-fetched to some, we know that together with the people in our communities, it is achievable.

In order to accomplish this goal, we first conducted a Community Health Needs Assessment (CHNA) in order to generate a list of specific health needs that this community is concerned about and that are negatively impacting the health and well-being of the population. Those health needs were selected and prioritized based on:

- Severity of issue
- Ability to impact
- Community resources
- St. Charles Madras available resources and expertise
- St. Charles Health System strategic plan

The CHNA contained information that showed us that while many in our communities are thriving, we have populations that are struggling with the management of diseases which is only compounded by many barriers to receiving care. From this information, we have determined that our area of focus over the next three-year period will be on **suicide prevention**. We hope that together with our community we can develop innovative ways to improve access to care where needed, increase educational and awareness offerings and reduce the stigma associated with suicide prevention and awareness.

The St. Charles Health System Board of Directors reviewed and adopted this implementation strategy on April 27, 2017 and with that, has set in motion our plan to improve the communities in which we all live, work and play. Please take the time to review this important document. We know that it will take all of us, working together, to build the healthiest community in the nation.

Sincerely,

Joseph Sluka
President and CEO

Jennifer Welander
Chief Financial Officer

Jim Guyn, MD
VP, Population Health

Overview

St. Charles Health System is a private, not-for-profit organization with a bold vision: Creating America's healthiest community, together. Headquartered in Bend, Oregon, St. Charles is an integrated delivery system that provides a full range of quality, evidence-based health care services within a 32,000-square-mile area in Central and Eastern Oregon. The health system owns and operates St. Charles medical centers in Bend, Redmond, Prineville and Madras as well as family care clinics in Bend, Prineville, Redmond and Sisters.

St. Charles Madras is a not-for-profit 25-bed critical access hospital located in Madras, Oregon. St. Charles Madras is the only hospital located in Jefferson County and delivers a wide range of quality medical services to the residents throughout the region.

On April 27, 2017 the St. Charles Health System Board of Directors reviewed, approved and adopted this implementation strategy. This plan will be made widely available to the public via the St. Charles Health System web-site, and in hardcopy upon request.

Summary of the St. Charles Madras Community Health Needs Assessment (CHNA)

In order to prioritize the varied health needs of Jefferson County, the defined community served by St. Charles Madras, an extensive review of existing data, community partner information and a professionally facilitated phone survey were conducted and completed as part of the CHNA research. Once the initial analysis of available secondary data was done, the phone survey complete and input collected from key stakeholders, the Community Benefit department selected and prioritized St. Charles Madras' significant health needs as follows:

1. Social determinants of health
 - a. Health and education
 - b. Jobs
 - c. Housing
2. Timely access to health care
3. Behavioral health identification and awareness
 - a. Substance abuse
 - b. Suicide prevention
4. Eating healthy/nutrition/wellness
5. Physical Health
 - a. Diabetes
 - b. Oral health

To review the 2017-2019 St. Charles Madras Community Health Needs Assessment in its entirety, please visit <http://www.stcharleshealthcare.org/Healthy-Communities/Community-Health-Department/Community-Health-Needs-Assessment>. For any questions, comments or concerns, please contact the Community Benefit department at communitybenefit@stcharleshealthcare.org.

Criteria determining needs to be addressed

When determining which of the above significant health needs would be selected as the health priorities to be addressed, St. Charles took into account the following criteria:

- Severity of issue
- Ability to impact
- Community resources
- St. Charles Bend available resources and expertise
- St. Charles Health System strategic plan

St. Charles Madras Prioritized Need(s)

After careful consideration, St. Charles Madras selected **suicide prevention** as its priority for the 2017-2019 regional health implementation strategy.

Suicide, death resulting from intentional use of force against oneself, is one of the most persistent public health problems in the state of Oregon. On average, two Oregonians die every day from suicide—it is the second leading cause of death among people 15-34 years of age and the 8th leading cause of death overall in Oregon.¹ The rate of suicide in our state has been increasing since the year 2000.² Oregon ranks in the top 10 among states for suicide incidence and has suicide rates similar to the national trend, only higher. One in six teenagers have had serious thoughts of suicide in the last year. Approximately 25 percent of suicides occurred among veterans. The financial cost of suicide in Oregon is also enormous. In 2013 alone, self-inflicted injury hospitalization charges exceeded \$54 million and the estimate of total lifetime cost of suicide in our state was over \$677 million.

In 2016 alone, three people committed suicide in Jefferson County. Between 2003 and 2012, the county suicide rate was 15.7 per 100,000. Behavioral health problems, relationship issues with intimate partners, physical health problems and financial trouble/loss of job were the most reported factors surrounding suicide incidents.³

St. Charles Madras representatives feel that suicide prevention is a health need that is severe in Oregon and Jefferson County and that together with our partners, we have a strong ability to impact. Many local organizations are working to address this need and there is a lot of energy around the subject at this time, something that can be capitalized on.

St. Charles Health System is using the County Health Rankings to measure the success of our 10-year goal of becoming the first, second and third ranked counties in the state of Oregon. Suicide falls under the *Injury deaths* section of the Robert Wood Johnson Foundation County Health Rankings & Roadmaps (County Health Rankings), along with motor vehicle traffic, poisoning, falls and homicide with a firearm. By increasing suicide prevention efforts, we would not only be improving the health of the communities we serve, educating our populations and

¹ "Suicide in Oregon." Injury and Violence Prevention Program, Oregon Health Authority, Public Health Division. Last updated on 5 January 2015.

² To view the full report, please visit

<http://public.health.oregon.gov/DiseasesConditions/InjuryFatalityData/Documents/NVDRS/Suicide%20in%20Oregon%202015%20report.pdf>.

³ For more information, please visit

<http://public.health.oregon.gov/DiseasesConditions/InjuryFatalityData/Pages/nvdrs.aspx>.

enhancing our partnerships, we would also be in alignment with the health system's strategic plan and its goals.

Needs not being addressed

The following are the significant health needs identified in the St. Charles Madras CHNA that will not be addressed in this implementation strategy:

- Social determinants of health
 - Health and education
 - Jobs
 - Housing
- Timely access to health care
- Behavioral health identification and awareness
 - Substance abuse
- Eating healthy/nutrition/wellness
- Physical Health
 - Diabetes
 - Oral health

In order to achieve real improvement, it was determined that this plan would only focus on severe issues that the organization felt it had the most ability to impact, had community partners available to collaborate with and needs that would further its strategic goal of becoming one of the top three counties in Oregon per the Robert Wood Johnson Foundation's County Health Rankings. By selecting one priority, a more focused effort can be made by the caregivers at St. Charles Madras, in collaboration with local partners, to improve the health of those it serves.

Although the other needs listed above are important, they were not selected for this RHIS. With limited resources available, St. Charles Madras felt it was important not to take on too much in order to tackle the selected issue from all angles and have laser-focused energy around improving suicide prevention efforts in our region. It is important to note that even though the other needs weren't selected as priorities, work in these areas will still be done. Each of the needs is being focused on both internally within St. Charles and by external partners.

Implementation Strategy

St. Charles Madras' implementation strategy will systematically focus efforts across the entire community toward addressing our selected strategic priority—suicide prevention—and will collaborate with and rely on our community partners to join the effort to improve our current health status and track and measure our results. The implementation strategies recognizes both where we are and where we would like to be.

Actions St. Charles Madras intends to take to address suicide prevention

- Explore the possibility of St. Charles Health System becoming a "Zero Suicide" organization in order to educate caregivers on suicide prevention
- Create and promote suicide prevention campaign throughout tri-county area to increase awareness and knowledge of local resources
- Earmark organizational dollars for partner programs aligning with suicide prevention and awareness education
- Actively encourage system and facility caregiver in-kind donation/participation to organizations with goal alignment (i.e. Central Oregon Suicide Prevention Alliance—COSPA)

- Partner to offer educational sessions related to suicide prevention in a number of settings, including but not limited to, St. Charles Health System locations, schools, clinics, resource centers, health departments, etc.
- Explore potential partnerships with local, state and national initiatives to increase suicide prevention and awareness locally
- Review, analyze and align, where appropriate, suicide prevention and awareness work plans with local, state and national efforts
- Further formalize and standardize St. Charles Family Care clinics processes around routine depression screening, suicide risk assessments and referrals to mental health providers in order to impact more patients

Resources St. Charles Madras plans to commit to address suicide prevention

- Community Benefit department grant funds dedicated toward suicide prevention programs
- Dedicated individuals from St. Charles Madras and St. Charles Health System volunteering at suicide prevention related events, donating time with aligning organizations and representing the hospital and health system as experts in their field at local educational sessions
- Caregiver time for continuing education on suicide and suicide prevention
- Dedicated funds for awareness campaign
- Dedicated funds, and internal resources, for suicide awareness campaign
- Public suicide awareness speaking/training events
- Mental health providers for community trainings and seminars

Anticipated impact from intended actions

By committing to the actions listed above, and others to be determined, St. Charles Madras hopes to see and anticipates:

- an increase in the number of St. Charles led suicide prevention educational offerings
- a decrease in the number of suicide attempts per hospital discharge data
- an improved rating in the “Injury deaths” section of the Robert Wood Johnson County Health Rankings

Potential collaborations

Uniting as a community is the most effective way to address health needs and strategic priorities. The health care system, collaborating with community partners and stakeholders, can tackle complex issues and make a collective impact toward common strategic priorities of improving the health and well-being of our regional community. The following is a list⁴ of organizations and/or groups that St. Charles Madras may collaborate with in order to address suicide prevention throughout Jefferson County:

- All St. Charles facilities and clinics
- Medical community

⁴ List is not meant to be all-encompassing, but instead an example of potential collaborations.

- Jefferson County Public Health
- Central Oregon Health Council (COHC)
- Central Oregon Suicide Prevention Alliance (COSPA)
- Schools
- Central Oregon Community College
- Oregon State University (OSU) Cascades Campus
- Best Care Treatment Center
- Better Together
- Yunity
- Kids Club
- Local veterans organizations
- Confederated Tribes of Warm Springs
- Assisted living facilities
- Homeless organizations
- Local suicide prevention related programs
- EMT/Paramedics
- Law enforcement
- Faith-based community

Next Steps

Once approved, representatives from St. Charles Madras will use this outline to create detailed work plans, with specific objectives, strategies and collaborations. These documents will be monitored internally by both the Community Benefit and Population Health departments, and each respective work plan owner, i.e. primary care, community engagement, care coordination, etc. Progress reports and updates will be presented on a bi-annual/quarterly basis through Dec. 2018.