



AVITA HEALTH SYSTEM, AVITA ONTARIO HOSPITAL 2021-2023 IMPLEMENTATION STRATEGY RICHLAND COUNTY

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IDENTIFYING SIGNIFICANT HEALTH NEEDS

ABOUT AVITA HEALTH SYSTEM

Avita Health System, Avita Ontario Hospital, based in Ontario, Ohio is a not-for-profit, 26-bed hospital serving residents of Richland County, Crawford County and the neighboring cities and towns. Bucyrus Hospital and Galion Hospital (both critical access hospitals in Crawford County), along with Avita Ontario Hospital in Richland County make up Avita Health System, and has nearly 2,000 employees. Avita Health System is accredited by the DNV.

It is our mission to improve the health of those we serve. Avita Health System provides the following services:

Audiology	Imaging Services	Pediatric Therapy
Bariatric Program/Surgery	Inpatient	Pharmacy
Cardiac Rehab	Internal Medicine	Physical and Occupational Therapy
Cardiology	Laboratory	Plastic and Reconstructive Surgery
Cath Lab	Medication Management	Pulmonology
Sports Health	Nephrology	Sleep Center
DVT Clinic	Neurology	Speech Therapy
Durable Medical Equipment	Nutrition	Tobacco Cessation
Ear Nose & Throat	Occupation Health	Urology
Emergency Medicine	Oncology	Vascular
Endocrinology	Orthopedics & Sports Medicine	Walk in Clinic
Eye Care	Pastoral & Spiritual Care	Women's Health
Family Medicine	Pain Management	Wound Care
Home Health	Pediatrics	

Avita Health System is dedicated to addressing its outreach objectives of serving the entire community, not only those who come through its doors. Building on a long tradition of service by Avita Health System, Avita Ontario Hospital uses its strengths alongside those of other well-established community partners.

This strategy allows Avita Ontario Hospital to better understand and reach the most vulnerable sectors of the community, while meeting pressing healthcare needs. The goal is to improve the community's health status by empowering citizens to make healthy life choices.

Avita Health System, Avita Ontario Hospital completed its last Community Health Needs Assessment in 2020.

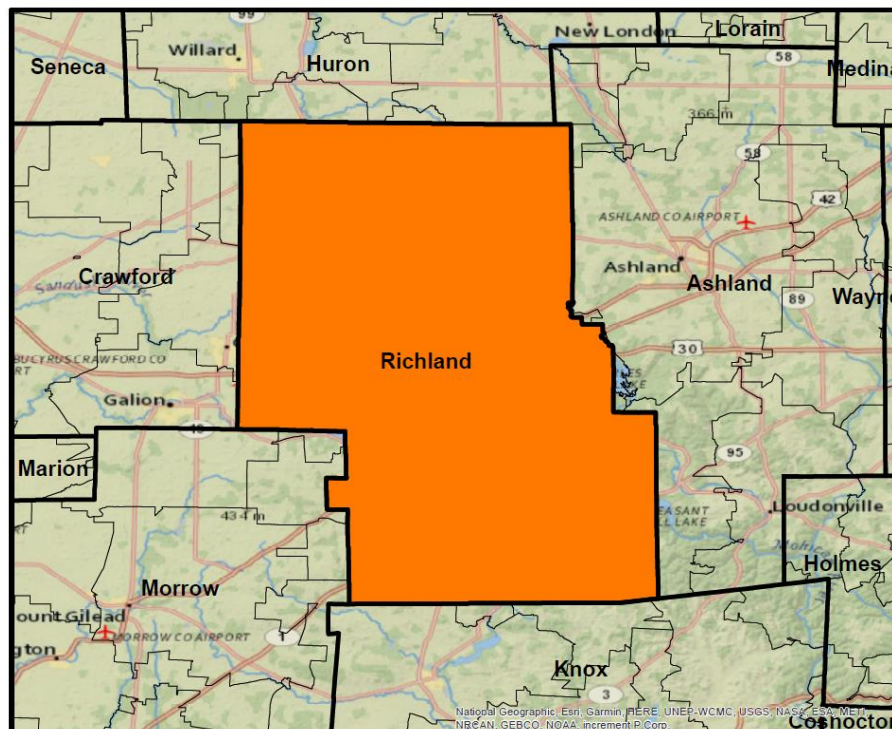
OUR COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

Avita Health System, Avita Ontario Hospital recently embarked on a comprehensive Community Health Needs Assessment (CHNA) process to identify and address the key health issues for our community.

Definition of the Community Served

Avita Ontario Hospital's community, as defined by PRC for the purposes of the 2020 Community Health Needs Assessment is Richland County, Ohio. This community definition, determined based on the areas of residence of the most recent patients of Avita Health System, Avita Ontario Hospital includes each of the residential ZIP Codes that comprise over 80% of the hospital's Primary Service Area (PSA), including: 44813, 44822, 44843, 44862, 44875, 44878, 44901, 44902, 44903, 44904, 44905, 44906, 44907

A geographic description is illustrated in the following map as provided by PRC in the Richland County 2020 Community Health Needs Assessment.



How CHNA Data Were Obtained

The 2020 Richland County Community Health Needs Assessment was conducted on behalf of Avita Health System, Avita Ontario Hospital by PRC. PRC is a nationally recognized health care consulting firm with extensive experience conducting Community Health Needs Assessments in hundreds of communities across the United States since 1994. PRC incorporated data about the community from multiple sources, including both primary and secondary data:

- Quantitative data input for this assessment includes secondary research (vital statistics and other existing health-related data) that allows for comparison to benchmark data at the state and national levels.
- Qualitative data input includes primary research among community stakeholders gathered through an Online Key Informant Survey of public health representatives, health providers, and a variety of other community service providers and stakeholders (the PRC Online Key Informant Survey). To solicit input from community stakeholders (key informants), those individuals who have a broad interest in the health of the community, an Online Key Informant Survey also was implemented as part of this process. A list of recommended participants was provided by Avita Health System, Avita Ontario Hospital; this list included names and contact information for physicians, public health representatives, other health professionals, social service providers, and a variety of other community leaders. Potential participants were chosen because of their ability to identify primary concerns of the populations with whom they work, as well as of the community overall. Key informants were contacted by email, introducing the purpose of the survey and providing a link to take the survey online; reminder emails were sent as needed to increase participation
- A review of existing vital statistics, public health, census, and other data.

The CHNA allowed for extensive comparison to benchmark data at the state and national levels.

Identifying & Prioritizing Health Needs

Areas of Opportunity

Significant health needs (or “Areas of Opportunity”) were determined in our CHNA after consideration of various criteria, including: standing in comparison with benchmark data; identified trends; the preponderance of significant findings within topic areas; the magnitude of the issue in terms of the number of persons affected; and the potential health impact of a given issue.

Prioritized List of Health Needs

After reviewing and evaluating the Community Health Needs Assessment findings, the top health needs for our community were prioritized, taking into account results from PRC's Online Key Informant Survey. In the online survey, key informants were asked to rate the degree to which various health issues are a problem in their own community. Follow-up questions asked them to describe why they identify problem areas as such and how these might better be addressed.

Top Health Needs

1. Coronavirus Disease/COVID-19
2. Substance Abuse
3. Mental Health
4. Nutrition, Physical Activity & Weight
5. Diabetes
6. Heart Disease & Stroke
7. Tobacco Use
8. Injury & Violence
9. Potentially Disabling Conditions
10. Cancer
11. Infant Health & Family Planning
12. Respiratory Disease
13. Access to Health Care Services



ADDRESSING SIGNIFICANT HEALTH NEEDS

Hospital-Level Community Benefit Planning

This summary outlines Avita Ontario Hospital's plan (Implementation Strategy) to address our community's health needs by 1) sustaining efforts operating within a targeted health priority area; 2) developing new programs or improving existing programs and initiatives to address identified health needs; and/or 3) promoting an understanding of these health needs among other community organizations and within the public itself.

Priority Health Issues to Be Addressed

In consideration of the top health priorities identified through the CHNA process — and taking into account hospital resources and overall alignment with the hospital's mission, goals and strategic priorities — it was determined that Avita Health System, Avita Ontario Hospital would focus on developing and/or supporting strategies and initiatives to improve:

- Nutrition, Physical Activity & Weight
- Diabetes
- Heart Disease & Stroke

Issues That Will Not Be Addressed

In acknowledging the wide range of priority health issues that emerged from the CHNA process, Avita Health System, Avita Ontario Hospital determined that it could only effectively focus on those which it deemed most pressing, most under-addressed, and/or most within its ability to influence. Issues that will not be addressed include:

- Coronavirus Disease/COVID-19
- Substance Abuse
- Mental Health
- Tobacco Use
- Injury & Violence
- Potentially Disabling Conditions
- Cancer
- Infant Health & Family Planning
- Respiratory Disease
- Access to Health Care Services

Health Priorities Not Chosen to be Addressed	Reason
Coronavirus Disease	<i>While Avita Health System addresses Covid-19 by implementing recommendations from the CDC and State of Ohio, and while Avita Health System administers the vaccine as it becomes available, Avita Health System believes that this priority area falls more within the purview of the county health department and other community organizations.</i>
Substance Abuse (Drug Overdose Deaths)	<i>Avita Health System has limited resources, services and expertise available to address alcohol, tobacco and other drug issues. Other community organizations have infrastructure and programs in place to better meet this need, such as BrightView, a new addiction/recovery center in Mansfield. Limited resources excluded this as an area chosen for action.</i>
Mental Health	<i>Avita Health System believes that this priority area falls more within the purview of the county health department and other community organizations.</i>
Tobacco Use (Cigarette smoking prevalence)	<i>While Avita Health System has a smoking cessation program, it has limited resources, services and expertise available to address alcohol, tobacco and other drug issues. Other community organizations have infrastructure and programs in place to better meet this need. Limited resources excluded this as an area chosen for action, but it will be addressed on a limited basis in the Cross-Cutting Strategies Action Plan.</i>
Injury & Violence (Unintentional injury deaths)	<i>Avita Health System believes that this priority area falls more within the purview of the county health department and other community organizations.</i>
Potentially Disabling Conditions (disability prevalence - hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and independent-living difficulty)	<i>Avita Health System believes that this priority area falls more within the purview of the county health department and other community organizations.</i>
Cancer (leading cause of death; cancer incidence including lung cancer and colorectal cancer)	<i>Avita Health System feels that efforts outlined herein will have a positive impact on early detection of cancers, and that a separate set of cancer-specific initiatives was not necessary; however, it will be addressed on a limited basis in the Cross-Cutting Strategies Action Plan.</i>
Infant Health & Family Planning (prenatal care, infant deaths, teen births)	<i>Avita Health System believes that this priority area falls more within the purview of the county health department and other community organizations.</i>
Respiratory Disease (chronic lower respiratory disease deaths)	<i>Avita Health System felt that more pressing health needs existed. Limited resources and lower priority excluded this as an area chosen for action, but it will be addressed on a limited basis in the Cross-Cutting Strategies Action Plan.</i>
Access to Health Care Services (lack of health insurance [children]; access to primary care physicians)	<i>Avita Health System recruits PCPs continuously and feels that efforts outlined herein will improve access to health services.</i>



2021-2023 IMPLEMENTATION STRATEGY

Action Plans

The following displays outline Avita Health System, Avita Ontario Hospital's plans to address those priority health issues chosen for action during the 2021 - 2023 period.

Priority Area #1: NUTRITION, PHYSICAL ACTIVITY AND WEIGHT	
Community Health Need	<p>Better nutrition, more physical activity, weight loss</p> <p>About 40% of all cancers diagnosed in the United States have been associated with overweight and obesity. Other health issues caused by overweight and obesity include high blood pressure, high cholesterol, diabetes, poor cardiovascular health and obstructive sleep apnea. 35.9% of Richland County population is obese, a higher percentage when compared to Ohio and the United States</p>
Goal	Increase the number of Richland County residents who lose weight
Target Population	Richland County residents who are obese
Partnering Organization	Internal: Bariatric Surgery Program; Avita Marketing & Public Relations
Action Plan	<p>Strategy: Expand Avita Health System's Bariatric Surgery Program and reduce the percentage of obese residents in Richland County by 5%</p> <p>Weight loss programs have a high, long-term failure rate. Lack of access to the right foods and lack of motivation to increase activity compound the problem. Public Health is focusing on preventing obesity in children, but resources are needed to treat residents who are already obese</p> <ul style="list-style-type: none"> • Year 1 <ul style="list-style-type: none"> ○ In process of recruiting a second bariatric physician to increase the number of successful bariatric surgeries by 10% over the next three years ○ Market the program – patients must first learn about the fact that weight loss surgery exists in Richland County and that it's a possibility for them • Years 2 & 3 <ul style="list-style-type: none"> ○ Continue efforts from Year 1

Priority Area #2: DIABETES

Community Health Need	Diabetes – the prevalence of diabetes in Richland County is 14.2%, higher than the Ohio and United States percentage levels.
Goal	Prevent Diabetes in adults
Target Population	Richland County residents at risk to develop Type 2 Diabetes
Partnering Organization	Internal: Diabetic Care & Education Specialist; Avita Marketing & Public Relations
Action Plan	<p>Strategy: Pre-Diabetes screening and referral (increase by 5% from baseline)</p> <ul style="list-style-type: none"> • Year 1 <ul style="list-style-type: none"> ○ Determine the baseline number of organizations in the county that currently screen for prediabetes ○ Raise awareness of prediabetes screening, identification and referral through dissemination of the Prediabetes Risk Assessment (or a similar assessment) and/or the Prevent Diabetes STATE Toolkit ○ Partner with local organizations to administer the screening and/or raise awareness of prediabetes ○ Promote and market free/reduced cost screening events within the county (ex: health fairs, hospital screening events, etc.) • Year 2 <ul style="list-style-type: none"> ○ Increase awareness of prediabetes screening, identification and referral ○ Increase the number of individuals that are screened for diabetes • Year 3 <ul style="list-style-type: none"> ○ Continue efforts from Years 1 & 2

Priority Area #3: HEART DISEASE & STROKE

<p>Community Health Need</p>	<p>Uncontrolled high blood pressure (hypertension) can damage the body and lead to disability or heart attack and stroke. A significant share of Richland County adults have been told by a health professional at some point that their blood pressure was high. Annual average deaths per 100,000 population in Richland County is 107.9, higher than the annual average deaths of Ohio and the United States</p>
<p>Goal</p>	<p>Prevent coronary heart disease in adults.</p>
<p>Target Population</p>	<p>Richland County residents at risk for heart disease & stroke</p>
<p>Partnering Organization</p>	<p>Internal: Avita Heart & Avita Marketing/Public Relations</p>
<p>Action Plan</p>	<p>Strategy: Increase Hypertension screening and follow up by 5% from baseline</p> <ul style="list-style-type: none"> • Year 1 <ul style="list-style-type: none"> ○ Determine the baseline number of healthcare providers that currently screen for hypertension and regularly follow up with patients diagnosed with hypertension ○ Promote and market free/reduced cost screening events within the county (ex: health fairs, hospital screening events, etc.) ○ Work with primary care physician (PCP) offices to assess what information and/or materials they may be lacking to provide better resources for pre-hypertensive or hypertensive patients ○ Develop a campaign encouraging residents to “know their numbers” (i.e., blood pressure and cholesterol) and the signs and symptoms of heart disease • Year 2 <ul style="list-style-type: none"> ○ Continue to raise awareness of existing free/reduced cost blood pressure screenings throughout the county • Year 3 <ul style="list-style-type: none"> ○ Continue efforts from Years 1 & 2

**CROSS-CUTTING STRATEGIES TO ADDRESS ISSUES ACROSS THE BOARD
(tobacco use, heart disease, cancer, respiratory illnesses)**

Community Health Need	Being aware of programs and services to prevent disease and improve one's health is the first step for residents to get healthy and maintain good health
Goal	Increase awareness of healthcare programs and services offered by Avita Health System, Avita Ontario Hospital to address priority health needs
Target Population	Richland County Residents
Partnering Organization	Internal: Avita Marketing & Public Relations Department; Avita Heart; Pharmacy
Action Plan	<ul style="list-style-type: none"> • Year 1 <ul style="list-style-type: none"> ○ Reduce tobacco use through mass-reach communication by motivating tobacco users to quit, protecting people from the harm of secondhand smoke exposure, and preventing tobacco use and vaping initiation ○ Consider implementing the following Mass-reach communication strategies: <ul style="list-style-type: none"> ▪ Share messages and engage audiences on Avita's website and social networking sites like Facebook and Twitter ▪ Generate free press through public service announcements ○ Raise awareness of the Tobacco 21 initiative • Year 2 <ul style="list-style-type: none"> ○ Continue efforts from Year 1 ○ Promote and raise awareness for the Ohio Tobacco Quit Line ○ Promote the available cessation services and programs in the county • Year 3 <ul style="list-style-type: none"> ○ Continue efforts from Years 1 & 2 ○ Implement one mass-reach communication strategy

2021-2023 Implementation Strategy Adoption

On March 25, 2021, the Board of Avita Health System, Avita Ontario Hospital approved this Implementation Strategy to undertake the outlined measures to better address the significant health needs of the community during the 2021 – 2023 time period.

This Implementation Strategy is posted on Avita Health System's website at www.avitahealth.org