

IMPLEMENTATION STRATEGY OF THOMAS MEMORIAL HOSPITAL

Implementation Strategy Overview

After identifying and confirming top health priorities within the community served by Thomas Memorial Hospital (herein “Hospital”) as part of its Community Health Needs Assessment (“CHNA”), the Hospital developed this implementation strategy (“IS”). The IS outlines a set of actions that the Hospital will take to respond to the identified community needs including: goals, objectives, and process/outcome indicators with which the actions will be assessed.

Where feasible, existing community resources that address issues are also listed to identify possible partners. To develop the IS, key hospital stakeholders weighed in to provide guidance relating to public health, community resources, and potential community leaders.

The following IS is a three-year plan depicting the overall work that the Hospital will conduct to address the priority areas identified in the CHNA. The IS has been prepared for approval by the Hospital’s Board of Trustees.

As a result of the CHNA process, the following are the priority health needs identified by the Hospital for its community served:

- 1. Engaging in sustainable and equitable partnerships with community leaders to address the prevention of COVID-19;**
- 2. Effectively distributing COVID-19 vaccines to targeted populations, and phasing such distribution to enable the general public to readily obtain COVID-19 vaccines;**
- 3. Pandemic fallout: addressing overlay of mental health, drug abuse, and domestic violence;**
- 4. Addressing a lack of access to health promotion and chronic disease prevention and education; and**
- 5. Addressing social determinants of health to prevent unnecessary emergency room visits as well as hospital admission and readmissions.**

To facilitate a more efficient and focused effort, the Hospital has consolidated the five priority health needs into the following three categories:

1. COVID-19 Pandemic;
2. Health Promotion and Chronic Disease Prevention; and
3. Drug and Alcohol Use (treatment and prevention).

IS Notes

The IS is not intended to be a comprehensive listing of all of the ways the needs of the community are addressed by the Hospital, but instead constitutes a representation of specific actions that the Hospital commits to undertaking and monitoring as they relate to each identified need. Only a few internal and external partners have been included herein; however, many of the Hospital's clinical departments will be partnering in the collaborative efforts and specific actions that address the goals of "meeting the health needs of the community," whether that entails involvement in a clinical program or protocol, or if it is an individual or group sharing knowledge in an educational outreach opportunity.

1. COVID-19 Pandemic

- This is an ever-evolving situation and Hospital plans to adapt its general operations as necessary to meet the challenges presented by the pandemic.
- Offering more telehealth services and providing telehealth whenever possible. These services have already been expanded to some degree. Hospital will continue to provide and expand telehealth services to address and adapt to the COVID-19 pandemic.
- Engage with county health departments to educate the community about COVID-19 and appropriate steps to reduce the risk of contracting and transmitting the virus.
 - Promote wearing a mask and social distancing.
- Collaborate with the Kanawha County Emergency Ambulance Authority ("KCEAA") to provide paramedicine as appropriate.
- Effectively distribute COVID-19 vaccines to target populations based on WV vaccine distribution plan and CDC guidance.
 - Distribute first to at risk health care personnel and patients.
 - Phase such distribution to enable general public to readily obtain COVID-19 vaccines as soon as sufficient quantity of vaccines are available.
 - Identify areas with high-risk or vulnerable populations and establish temporary vaccination centers as appropriate.

2. Health Promotion and Chronic Disease Prevention

- Continued expansion of telehealth service offerings at Hospital will provide access for individuals needing further assistance with disease prevention and management.
- Collaborate with KCEAA to provide paramedicine as appropriate.
- Continuing to evaluate and modify existing health promotion and disease programs to focus on keeping individuals healthy – in appropriate health care locations at the appropriate time.
- Establish programs and assistance to give individuals more control over their own health care and treatment.

- Tie health promotion and prevention activities into social determinants of health protocols within the Hospital to identify the root cause of the ailment presented.
- Hospital will establish additional methods of communication to raise awareness about healthy behaviors for its community served. Examples include newsletters, public service announcements, health fair events, and mass media campaigns.
- Hospital will continue to educate individuals and empower behavior change and actions through increased knowledge. This includes the provision or coordination of courses, trainings and support groups by Hospital, or other efforts in conjunction with community organizations to benefit its community served.

3. Drug and Alcohol Abuse

- Hospital's focus will be to improve access and awareness to substance use disorder service offerings within the Hospital and to community partners.
- Work with the Kanawha Coalition for Community Health Improvement ("KCCHI") and its steering committee to develop alternative programming to promote access to treatment services.
- Considering expanding on the use of health coaches within substance use disorder program offerings.
- Increase the utilization of telemedicine services as appropriate for substance use disorder treatment.
- Continue to utilize and expand upon Medication-Assisted Treatment (MAT) service offerings.
- Work with community leaders to develop a controlled substance "take back" program.
- Drug and alcohol abuse is often associated with a corresponding mental health diagnosis. Hospital is working to expand mental health service programs through telemedicine.
- Hospital continues with pregnancy connections to provide addicted pregnant mothers with counseling and therapy during the first trimester as well as counseling those beyond the first trimester who are found to be substance abusers.
- Hospital participates, and will continue to participate, with the West Virginia Council of Churches in discussing the substance abuse epidemic in its community and how partnering with churches and other organizations could further patient recovery.
- Hospital will study and evaluate the feasibility and efficacy of offering additional substance use disorder treatment services.
- Hospital continues to operate Behavioral Connections, a resource patients and/or family members can contact to get patients counseling or other mental health services.

- Hospital will continue to evaluate opportunities for partnership to offer affordable psychiatric services, including counseling and mental health services within the community.