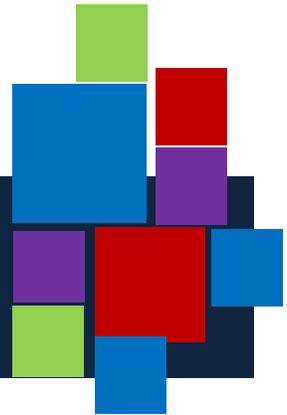


Updated: September 9, 2013

DKH DAY KIMBALL HEALTHCARE

**Community Health Needs Assessment
Implementation Strategy**



INTRODUCTION

Day Kimball Healthcare (DKH) is an independent, non-profit, integrated medical services provider with more than 1,200 employees including more than 300 associated physicians and other licensed independent providers. Our network is comprised of Day Kimball Hospital (The “Hospital”), Day Kimball Healthcare Centers in Danielson, Dayville, Plainfield, and Putnam, Day Kimball Medical Group, Day Kimball Home Care, Day Kimball Hospice & Palliative Care of Northeastern Connecticut (“Hospice”), and Day Kimball Home Makers (“HomeMakers”).

On September 1, 1894 Day Kimball Hospital of Windham County opened its doors, the inspiration of two sisters, Miss Elizabeth and Gertrude Vinton, who had a vision for the “Windham County Infirmary. ” Mrs. M. Day Kimball donated \$5,000 for the construction of the infirmary building in memory of her recently deceased son, Day Kimball, with the condition that the institution be named after him. Other Kimball family members pledged an additional \$4,000, and with the \$9,000 total donations, Day Kimball Hospital was born.

In coordination with our affiliated healthcare centers, Day Kimball Hospital, a 104-bed acute care community hospital in Northeast Connecticut, offers acute and general medical/surgical care, a 24-hour emergency department, a birthing center, obstetrics and gynecology, pediatrics, hematology and oncology, cardiopulmonary, mental health programs and much more. Our highly-skilled physicians offer comprehensive services that integrate primary care medicine with specialties like emergency medicine, cardiology, neurology, women’s health, cancer treatment, general surgery and more. For the over 90,000 members of our communities, we offer high-quality, comprehensive medical services delivered by skilled medical professionals close to home.

Of the total population in Northeast Connecticut, some 40,000 seek primary and specialty care, while approximately another 32,000 take advantage of DKH’s inpatient, outpatient (ambulatory care), diagnostic and emergency services. (Note: approximately 26,500 of our medical group patients also use these services.)

Day Kimball Healthcare provides numerous programs to promote health and wellness, a variety of support groups, services and programs throughout the community to enhance the quality and accessibility of healthcare service.

BACKGROUND

In 2012 and 2013 Day Kimball Healthcare (DKH) participated in an eight-member consortium of Windham County Healthcare Providers that developed and funded a Community Health Needs Assessment (CHNA). The consortium members were Day Kimball Healthcare, Windham Hospital, Natchaug Hospital, Generations Family Health Center, United Services, VNA East and Northeast District Department of Health.

The primary goals of the community health needs assessment were to:

- Partner and collaborate with local healthcare providers
- Identify community health needs in Windham County
- Develop a blueprint for health and wellness programs in the community
- Assist with community benefit requirements.

The Windham County Consortium engaged The Center for Research and Public Policy (CRPP), an independent research firm to conduct a comprehensive assessment. CRPP conducted qualitative and quantitative research which utilized the following to identify and prioritize healthcare needs in Windham County:

- **Focus groups** (qualitative) – a total of 86 participants became involved in seven focus groups. The core composition of each group included: First Responders, Latinos, Community Leaders, School Based Health, Boomers, Faith Based and Youth.
- Comprehensive **Telephone surveys** (quantitative) – a total of 630 telephone surveys were conducted among residents of the 15 municipalities served.
- **State and Federal data**

Through this study, health needs were identified that are prevalent among residents across all socioeconomic groups, races and ethnicities, as well as health issues that highlight health disparities or disproportionately impact the medically underserved and uninsured.

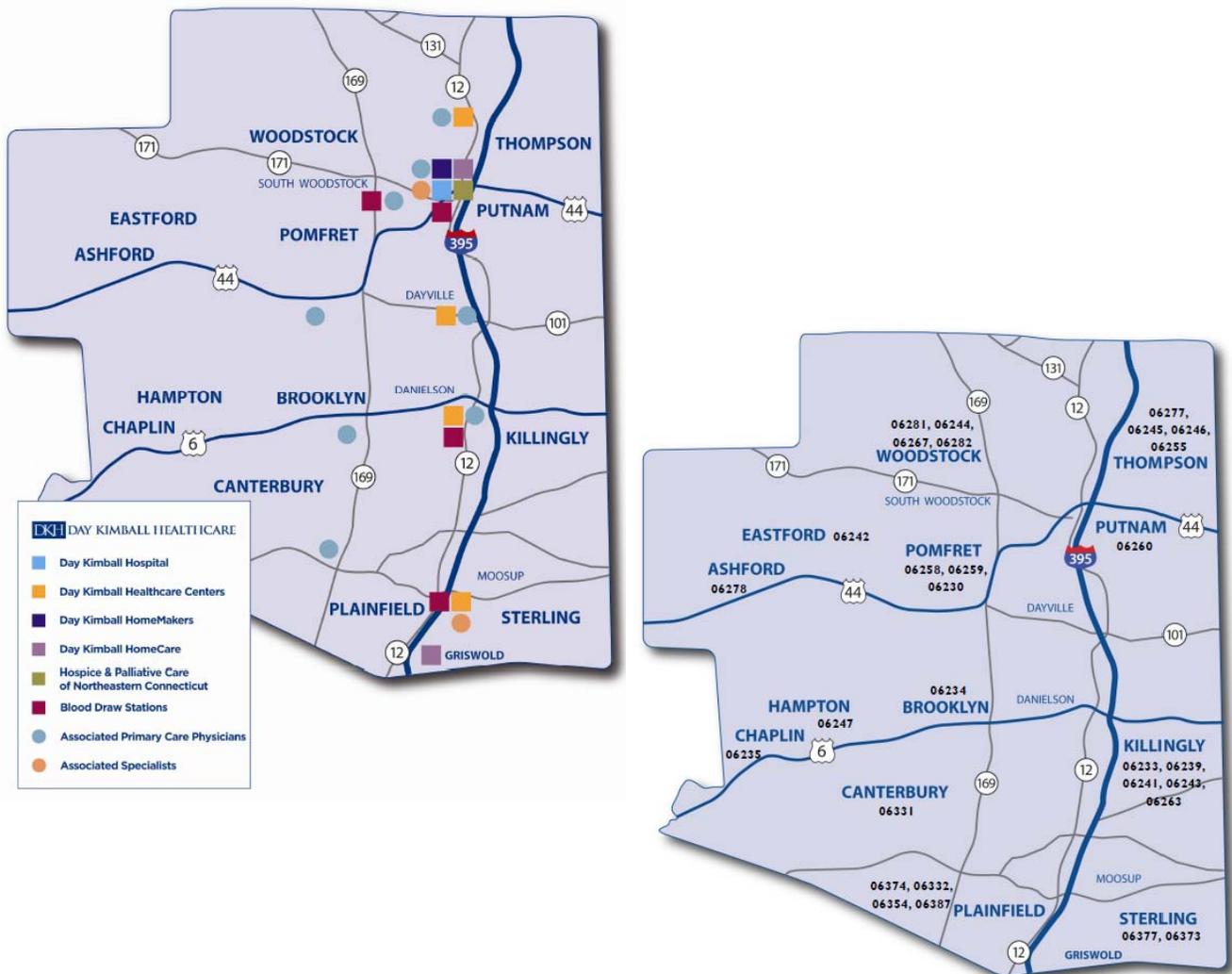
Major areas of healthcare needs include chronic disease, behavioral health and preventative healthcare. Specifically, Day Kimball Healthcare's priority areas include:

1. Cardiovascular Disease
2. Diabetes
3. Obesity
4. Breast Cancer
5. Depression/Suicide
6. Tobacco Cessation
7. Substance Abuse
8. Flu Shots
9. Child Abuse

SERVICE AREA

The population in Windham County ranges from long-term multi-generational families, to newly emigrated residents from urban areas. There is a wide range of socio-economic factors including very high income to poverty; advanced education to incomplete high school and home ownership to several towns where the majority of residents are renters. Windham County encompasses a rural area in the northeast corner of the state where 11.7 percent of residents live below the federal poverty level.

DKH's main service area is comprised of 13 of the 15 towns in Windham County with the primary area being in the Northeast corner of Connecticut. The maps below depict DKH's primary service area.



DKH's secondary service area extends south of Canterbury, Plainfield and Sterling in New London County and is comprised of Jewett City, Griswold, Hopeville, Pachaug, Lisbon, Glasgow and Voluntown.

STRATEGIES TO ADDRESS COMMUNITY HEALTH NEEDS

Day Kimball Healthcare (DKH) has used the qualitative and quantitative research data provided by CRPP to address the top nine healthcare priority areas. DKH continues to leverage direct delivery of service through our collaborations with such organizations as HealthQuest Northeastern Connecticut, The Northeast District Department of Health and Generations Family Health Center - FQHC, to meet the healthcare needs of the community. Below is a summary of the services and programs provided that directly address the healthcare priorities

Cardiovascular Disease/Stroke

There is a documented high incidence of heart disease in Northeastern Connecticut¹. To combat this, DKH has developed a high-quality, comprehensive and coordinated program of cardiac care. As part of this “chain of survival”, paramedics are trained to administer life-saving treatments before the patient even reaches the hospital. Also, DKH continues to work closely with UMASS for STEMI patient transfers via Life Star helicopter within 90 minutes of admission to the emergency department and meets regularly to review STEMI data.

DKH was designated as a Primary Stroke Center by the State of Connecticut Department of Public Health in March of 2012 and also, in December of 2014, received the Advanced Certification Primary Stroke Center designation from The Joint Commission. These designations were achieved by providing comprehensive care for all patients presenting with stroke symptoms including a complete administrative infrastructure supporting and guiding the process of stroke patients. In addition, clinical practice guidelines and policies were put in place, which reflect an interdisciplinary approach to care. Stroke education for staff, patients, families, the community and the EMS System are also executed regularly. Specific quality improvement initiatives are in place to provide ongoing assessment and evaluation for performance in caring for stroke patients.

In an effort to promote general cardiac wellness, the Day Kimball Nursing staff participates in many community health events focused on the geriatric community to provide education including nutrition and physical activity in addition to counseling regarding accessibility of services they may require.

Diabetes

DKH is proud to offer a diabetes management program as part of an enhanced coordinated care program facilitated through our Primary Care Practitioners to help adolescents and adults living with Type 1 or Type 2 diabetes, pre-diabetes, or gestational diabetes to manage their condition and maintain their health.

Specialized care plans are developed to provide patients with individualized treatment and medication management. Patients are provided with education and instruction about how to

¹ <http://wwwn.cdc.gov/CommunityHealth/profile/currentprofile/CT/Windham/>

perform diabetic self-care, including the importance of home blood glucose-testing, how nutrition and exercise impact diabetes, strategies for lifestyle modifications and much more.

Obesity

Recent studies have shown that obesity exacerbates schizophrenia and bipolar disorder, and that physical changes in the brain do occur as a result of this disease. It may be partially due to this link in co-morbidities, that Northeastern CT has such a volume of both of these types of patients.

General awareness about nutrition and health food choices is greatly lacking in the Northeastern CT region. Day Kimball Healthcare is working on combatting this by offering an overeaters anonymous program every Wednesday at 6:00 p.m. for support in recovery from compulsive over eating, binge eating and other eating disorders at the hospital. Also, the Day Kimball Nursing staff participates in many elementary school age health fairs where education is provided to the students and teachers about the importance of nutrition to help combat obesity from a young age.

Breast Cancer Awareness

Breast cancer is one of the most common types of cancer we observe in the population of Northeast Connecticut.

To better serve this population, DKH instituted a Breast Health Program in 2011, which has prospered over the last three years both in terms of helping our patients avoid long commutes for treatment and the quality improvements found within our treatment process.

At the inception of the Breast Health Program, time into treatment for a woman diagnosed with breast cancer was over 30 days, and approximately 20 percent of our population diagnosed with a breast cancer chose to seek treatment at distant facilities for a variety of reasons. DKH heard the concerns of our community and launched the Breast Health Program complete with a full time Nurse Navigator to improve our ability to serve local women diagnosed with breast cancer.

The Breast Health Program diagnoses about 50 cases of breast cancer per year from the 8,000 mammograms performed at DKH. Thanks to the program, a patient diagnosed with breast cancer will now experience a smoother, more efficient transition into her first treatment. In 2013 DKH exceeded the 30 day national standard of care for “time to first treatment” and came in at 25 days. In the last three years, DKH has augmented its staff of cancer care professionals to facilitate the delivery of efficient, high quality cancer care.

DKH has a disproportionately high number of women who are Asian-American coming in with higher stage breast cancers, and that many of our higher stage breast cancers are from the state of CT defined under-served towns of Putnam, Plainfield and Danielson.

In response to this observation, DKH has made a concerted effort to reach out to the Asian-American community by contacting employers and local community groups with literature

translated into Asian languages and an Asian-American Registered Nurse in an attempt to engage the communities in discussions and navigation into screening services.

DKH oncology staff was present for approximately 18 hours in the community doing breast cancer awareness/education programs in Plainfield in July and August of 2015. A total of 37 women received verbal and written education and information regarding breast cancer screenings from this outreach program.

Depression / Suicide

In 2014, DKH Outpatient Behavioral Health Clinic treated approximately 550 cases of depression and other forms of mental illness in patients between the ages of 17-80. Depression is a serious medical illness with mood, cognitive, and physical symptoms and is associated with higher rates of chronic disease, increased health care utilization, and impaired functioning. DKH recognizes that all aspects of health are interrelated, and we understand the importance of caring for the whole person.

Day Kimball Healthcare's behavioral health services help address these unhealthy days providing care to people of all ages to address a wide range of behavioral and psychiatric conditions through a caring and comprehensive approach that's integrated with the rest of the patients' medical care. As part of our Day Kimball Healthcare's integrated care approach, our Behavioral Health team also communicates with the primary care practitioners to ensure best possible care of both mind and body.

Day Kimball Healthcare's adult outpatient behavioral health care provides diagnostic evaluations, individual, family and group therapies, medication management, and follow-up treatment for a wide variety of behavioral and psychiatric conditions. Our compassionate team of psychiatrists, psychotherapists, Advanced Practice Registered Nurses (APRNs), social workers, and professional counselors work together to offer a comprehensive array of services and a variety of specialized treatments. Our providers also specialize in serving the needs of specific populations including the elderly, women and the LGBT community.

Tobacco Cessation

Windham County had the highest smoking rates for both men (16.9 percent) and women (14.4 percent) in 2012². At 15.6 percent, Windham was the only county with an overall smoking rate above the national average³.

Strategy:

- Offer smoking cessation groups
- Maintain smoke-free campuses at all Day Kimball Healthcare sites
- Advertise community education programs offered in the Shopper's Guide, Turnpike Buyer, Villager and Reminder newspapers as well as through social media.

² <http://vizhub.healthdata.org/us-health-map/>

³ <http://www.countyhealthrankings.org/app/connecticut/2015/measure/factors/9/description>

- Host and/or participate in community education programs
- Participate in ongoing education conversations on radio station WINY 1350 AM
- Provide Nicoderm patches for inpatients
- Education at high school wellness fairs to discourage smoking/encourage cessation

Substance Abuse

Northeast Communities Against Substance Abuse (NECASA), working with DCF and the State Police trained the Killingly School system and the Brooklyn School system in Drug Endangered Children's issues. Also, the Governor's Bill on Prescription Drug Abuse mandates training for physicians that prescribe opioids. This bill was signed in July 2015⁴.

Studies done by The Eastern Regional Mental Health Board for 2015 showed a pressing need for more general public education about substance use issues, including problem substances, risk factors, warning signs, etc.⁵ Participants in the focus groups voiced significant concern about the growing problems with heroin addiction and overdose in the local community. In addition, several mayors and selectmen in the DKH area have specifically identified heroin as a top concern within their communities.

In addition, Day Kimball Healthcare uses a validated screening tool approved by the Center for Medicare/Medicaid Services (CMS). This Audit-C tool (used by the Veteran's Administration) is performed on all eligible behavioral health inpatients. It consists of asking questions about the frequency and number of alcoholic drinks that they consume as well as the estimated number of times in the past year that they have consumed six or more drinks in one occasion. The information abstracted from these screenings is reported to CMS as well as The Joint Commission (TJC). This data is instrumental in the tracking alcohol abuse and binge drinking statistics for our region.

Flu Shots

Influenza is a highly contagious and serious illness. To help protect its patients and their families and their healthcare workers and their families, DKH offers annual influenza vaccines. It is strongly recommended that all Day Kimball Healthcare staff and volunteers, whether they have direct or indirect patient contact, including employees, private physicians, contracted and vendor personnel, volunteers and students receive annual influenza vaccination at no cost. Refusal of the flu vaccine means following the hospital policy of properly wearing a hospital approved mask while at work in any portion of the healthcare system, including patient homes, wherein patients are intended to be examined, treated or otherwise engaged during the influenza season. Vaccines are also provided at various work sites on all shifts to accommodate a broad spectrum of employees.

Day Kimball Healthcare (DKH) is not only committed to providing a safe environment for patients and healthcare workers (HCW), but also for the members of our service community.

⁴ http://www.necasaonline.org/Customer-Content/WWW/News/PDFs/Priorities_Report_2015_updated_version_.docx

⁵ http://www.changingmindsct.org/uploads/5/8/0/4/58045789/priorities_report_2015_updated_version.pdf

Day Kimball Healthcare hosts influenza immunization clinics with increased staffing at a variety of different locations throughout the Northeast Connecticut community during the flu season, as well as consistent participation in several community health fairs each year and hosting an annual influenza and pneumonia program helping to provide immunizations to the members of the Northeastern Connecticut community.

Child Abuse

According to recent numbers compiled by Connecticut's Child Advocacy Centers in 2013⁶, Windham County had, by far, the highest incidence of child sexual abuse per capita in the state. Children who live, learn, grow and play in Windham County are at a higher risk for being sexually abused before they reach adulthood than children in other areas of the state. In fact, more than 3000 reports are placed annually to Department of Children and Families.

In order to address this staggering statistic, in 2013 Day Kimball Healthcare began an initiative of education and community outreach for employees. Day Kimball has chosen a nationally-recognized, evidence-based training curriculum provided by Darkness to Light and is called Stewards of Children, Child Abuse Prevention. Darkness to Light's mission is to empower people to prevent child sexual abuse.

The Stewards of Children program raises awareness of the prevalence and consequences of child sexual abuse. This is done by educating adults about the steps they can take to prevent, recognize and react responsibly to the reality of child sexual abuse. Day Kimball's senior management identified five key departments comprised of 400 employees who would have the most exposure to children and where the training would have the most impact. This training goes above and beyond normal training requirements and directly impacts our community. Day Kimball is providing this training to its employees at no cost. The short-term goal, utilizing two internal trainers, was to train those 400 employees by June of 2014 with a long-term goal of having all employees trained by 2018. This would make Day Kimball a partner in prevention with Darkness to Light.

It is Day Kimball's hope that this program will empower community members to identify the early signs of child abuse and respond appropriately thus reducing Windham County's per capita rate. We have already seen positive results from attendees as was evident when a member went to her school system to clarify policies and procedures around this topic. This rippling effect is exactly the outcome we wish to achieve.

They are: Day Kimball Medical Group's pediatrics and OB/GYN practice groups, which see more than 9,500 children and 6,500 women respectively; the maternal child health team at Day Kimball Hospital which delivers about 600 babies annually; the inpatient and outpatient care teams for adolescent behavioral health services which engages 260 teens each year; and the hospital's emergency department which sees almost 30,000 patients each year of which 3,900 are under the age of 18 years old. There are 400 employees who represent the care teams for these

⁶ <http://www.d2l.org/site/Connecticut.htm>

areas of patient services. Day Kimball's goal is to orient these clinicians and allied providers to child abuse, what it is, how to prevent it and how to stop it.

The greater impact comes when it is considered that approximately 428 people were trained, of which approximately 350 live in northeast Connecticut, will easily touch more than half of the 92,000 residents of the region. The level of awareness and education about child abuse that this group can deliver to the friends and family served through Day Kimball Healthcare is staggering – in a good way. The program will have immediate impact on this issue that greatly influences the health and wellbeing of every person within the abused child's sphere of life. Plus it's an impact that goes beyond statistics – it will literally change the culture of northeast Connecticut by teaching our community how to break the barriers that cause child abuse.

MONITORING PROGRESS & MEASURING RESULTS

Cardiovascular Disease

- AMI Core Measures
- AMI Mortality Rates
- AMI Readmission Rates

Diabetes

- CMS HEDIS Measures
- Commercial Payer Pay for Performance Measures
- NCQA Quality Measures

Obesity

- NCQA Quality Measures (childhood obesity)
- CMS HEDIS Measures
- Commercial Payer Pay for Performance Measures

Breast Cancer Awareness

- Day Kimball Cancer Registry Measures

Depression / Suicide

- Number of Outpatient Behavioral Health Visits
- Inpatient Behavioral Health unit average daily census
- Readmission rates to psychiatric inpatient units

Tobacco Cessation

- Number attending Smoking Cessation Programs
- NCQA Quality Measures – smoker screening and smoking cessation counseling

Substance Abuse

- CMS/TJC ‘Alcohol Use Screening’ Measure on qualified Behavioral Health inpatients
- Beginning 1/1/2016: CMS/TJC Sub Measure 2 – ‘Alcohol Use Brief Intervention Offered/Provided’ for the same population.

Flu Shots

- DKH employee vaccination rates
- Number of flu shots administered in community clinics
- Number of flu shots ordered and dispensed to Day Kimball Medical Group practices

Child Abuse

- DKH mandated ‘Darkness to Light’ employee training sessions
- CT Child Advocacy Center reporting measures

SUMMARY

Based on an overview of Day Kimball Healthcare's progress in these nine community health need areas, and the success of various programs, the biggest challenges now and in the coming years will be in the areas of behavioral health, smoking cessation, substance and child abuse.

DKH will continue to assess and address the health needs within our community through partnerships with local healthcare organizations. There is also potential for broader offerings of education leveraging the resources and expertise of our newest partnership with Hartford Health Care

In addition, a 2018 community health needs assessment report will update the information herein as outlined by the IRS guidelines.