



**2022 Community Health Needs Assessment**  
**Implementation Strategy**  
**Fiscal Years 2023-2025**

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Butler County

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**McCullough-Hyde Memorial Hospital | Tri-Health (MHMH)  
2022 Community Health Needs Assessment (CHNA):  
Implementation Strategy for Fiscal Years 2023 – 2025 to address the significant health care needs  
identified in the 2022 CHNA**

## **Introduction**

McCullough-Hyde Memorial Hospital/TriHealth (MHMH) conducted a community health needs assessment (CHNA) of the geographic areas served by MHMH. The CHNA findings were published on MHMH's website in June 2022. This implementation plan documents the efforts of MHMH to address the significant community health needs identified in the 2022 MHMH CHNA.

This plan identifies strategies through which MHMH plans to address a number of needs that are consistent with MHMH's mission during fiscal years 2023-2025, as part of MHMH's community benefit programs. Beyond the programs discussed in the plan, MHMH is addressing many of these needs by providing care to all, regardless of their ability to pay, every day.

MHMH anticipates the plan may change and therefore, a flexible approach is best suited for the development of MHMH's response to the 2022 CHNA. For example, certain community health needs may become more pronounced and require changes to the initiatives identified by MHMH in this plan. During fiscal years 2023-2025, other community organizations may address certain needs, indicating that MHMH should assume a different focus to allow the greatest impact on the community. Despite the possible changes, MHMH is committed to ensuring that each need is appropriately addressed.

Please contact Frank Nation, VP Mission and Culture, at 513-569-6248, or at [Frank\\_Nation@trihealth.com](mailto:Frank_Nation@trihealth.com) to obtain a hard copy of the CHNA report at no charge. Written comments regarding the CHNA report and this implementation strategy may be submitted to [Frank\\_Nation@trihealth.com](mailto:Frank_Nation@trihealth.com).

## **Process**

In order to develop targeted strategies to address the significant health needs identified in the 2022 CHNA, MHMH assembled an internal work group who represent the programs and services that touch the underserved in the community. This group took the information from the CHNA report and developed this implementation strategy to address those significant health care needs for the community served.

## **Significant community health needs to be addressed by MHMH**

Addressing the more common "root" causes of poor community health can serve to improve a community's quality of life and to reduce mortality and morbidity. The identified significant community health needs were consistent throughout the MHMH service area. These significant community health needs are:

1. Mental Health/Access, including psychiatric services
2. Alcohol and other drugs, especially opiate use overdose, smoking/vaping
3. Access to Health Care (low income, communication, transportation)

4. Food Insecurity/Obesity
5. Healthy Behaviors, especially physical activity and healthy eating, leading to obesity

The implementation Plan for fiscal years 2023-2025 will address these ranked health needs. It is important to note that regarding Access to Healthcare related to low income populations, Primary Health Solutions, a federally funded health center located in the MHMH community, serves to improve access to care for the low income/Medicaid client.

### **Collaboration between MHMH and other facilities/organizations**

While MHMH acknowledges its responsibility to assume a leadership role to meet the identified community health needs, it cannot do so alone. To help make an impact, MHMH plans to continue its collaborations with the following organizations:

- Coalition for a Healthy Community Oxford Area (the “Coalition”): MHMH has a strong relationship with the Coalition for a Healthy Community Oxford Area. The hospital was a founding member of this organization. Based on our 2013 Community Needs Assessment, the Coalition formed 3 community workgroups to address the top needs. The work of the Coalition provides MHMH with evidence-based initiatives to use throughout our service area. Based on our 2022 CHNA, the Coalition has agreed to explore how to improve communication and transportation related to health over the next 3 years.
- Health Resources and Services Administration (HRSA) grant received by Oxford’s Substance Use Disorder Consortium to address Substance Use and mental health.
- Other TriHealth facilities
- Social Service Organizations: Including Oxford Choice Pantry which provides healthy food to low income individuals, Oxford Family Resource, and Oxford Free Clinic
- Government Agencies: Including local government, health departments and others in public service which play a part in a healthy community.

### **Implementation Strategies for fiscal years 2023-2025**

MHMH, through its Mission, has a strong tradition of meeting community health needs through its provision of ongoing community benefits programs and services. MHMH will continue this commitment through the strategic initiatives set forth below. Not all programs that benefit the health of patients in MHMH’s service area are discussed in this plan. Further, given changes in health care, the strategies may change and new programs may be added or eliminated during the fiscal year 2023-2025 period. The following tables describe MHMH’s actions, anticipated impact, committed resources, and planned collaboration to address each significant health need and how each align with the State Health Improvement Plan 2020-2022 (SHIP).

<b>Significant health need</b>	<b>#1: Mental health / access, including psychiatric services</b>
Strategies for Year 3 of current HRSA grant	<p>Year 3 of the current HRSA Implementation grant takes place September 1, 2022 through August 31, 2023. The following activities will be implemented during the final grant year:</p> <ul style="list-style-type: none"> <li>• Continue peer support services, in partnership with DeCoach Rehabilitation Services, to connect patients throughout the hospital with substance use treatment and recovery services. Services may expand to additional sites in the community with new funding opportunities and may begin to address mental health.</li> <li>• Implement and maintain a searchable mental health resource guide on the Coalition’s website.</li> <li>• Continue to support Mental Health First Aid to community members, first responders and law enforcement officers.</li> </ul>
Strategies with additional HRSA grant	<p>MHMH is part of a consortium that was awarded an additional HRSA grant with a timeline of September 1, 2022 through August 31, 2025. This grant will serve to sustain some of the current opioid-related work in the Oxford area, as well as support behavioral health services. The following activities are planned for the grant:</p> <ul style="list-style-type: none"> <li>• Coordinate the development of a workforce pipeline between Miami University’s School of Social Work and local providers to develop community mental health fellowship opportunities</li> <li>• Support Talawanda School District in partnering with local mental health agencies to provide school-based services</li> <li>• Promote access to telehealth services through the use of hotspots and partnering with local agencies/organizations to provide internet access and private spaces for telehealth appointments</li> <li>• Coordinate with and support Oxford Police Department’s social worker liaison position</li> <li>• Support local law enforcement officers to attend Crisis Intervention Training (CIT)</li> <li>• Explore an incentive program to recruit psychiatric professionals to the Oxford area</li> <li>• Explore improved transportation options to the Emergency Department for Miami University students in mental health crisis situations (instead of the current practice of using marked police vehicles)</li> <li>• Offer related education/programming to entire service area</li> </ul>
Anticipated impact	<p>MHMH’s goal is to increase access to mental health resources for residents in the MHMH service area and reduce the stigma of seeking treatment. Research shows that it takes over 10 years for a person who develops mental health issues to receive help. Increasing awareness of mental health and messages to reduce stigma will help community members support their loved ones and those they interact with to seek care. The online mental health resource guide will help those in need of</p>

<b>Significant health need</b>	<b>#1: Mental health / access, including psychiatric services</b>
	treatment to identify appropriate care. Efforts such as increasing access to telehealth services and increasing the local mental health professional workforce will ensure community members are able to find care locally. Supporting initiatives such as CIT and new modes of transportation for Miami University students in need of emergency mental health care (instead of marked police vehicles) will promote mental health by reducing actions and interventions that can be traumatizing to community members.
MHMH resources	MHMH will provide appropriate personnel for program management support and necessary resources for these initiatives.
Planned collaborators	DeCoach Rehabilitation Services, Coalition for a Healthy Community Oxford Area, first responders, law enforcement officers, Miami University School of Social Work, local providers of behavioral health services, Talawanda School District, local agencies and organizations for private internet access, Oxford Police Department, Miami University
SHIP alignment	Access to care: Unmet need for mental health care <ul style="list-style-type: none"> <li>• SHIP strategy: telemental health services</li> </ul>

<b>Significant health need</b>	<b>#2: Alcohol and other drugs, especially opiate use, overdoses, smoking/vaping</b>
Strategies	<ul style="list-style-type: none"> <li>• Support the Coalition in the implementation of programming to prevent and reduce youth e-cigarette use through media campaigns and cessation programming</li> <li>• Continue to support the implementation of the PAX Good Behavior Game in the Talawanda School District</li> <li>• Continue to grow MITs (Miami Initiative Team), YITs (Talawanda High School Youth Initiative Team), and BITs (Talawanda Middle School Brave Initiative Team) to build a youth prevention network. The network will offer mentoring opportunities, student-led awareness activities, and promote alcohol and drug-free lifestyles.</li> </ul>
Strategies for year 3 of current HRSA grant	<p>Year 3 of the current HRSA Implementation grant will take place September 1, 2022 through August 31, 2023. The following activities will be implemented during the final grant year:</p> <ul style="list-style-type: none"> <li>• Work towards implementing Screening, Brief Intervention, and Referral to Treatment (SBIRT) in the Emergency Department</li> <li>• Continue to work with the Butler County General Health District and the Regional Harm Reduction Collaborative to provide harm reduction services in the Oxford area, including syringe exchange, naloxone, fentanyl test strips, HIV/HCV testing, and referrals</li> </ul>

Significant health need	<b>#2: Alcohol and other drugs, especially opiate use, overdoses, smoking/vaping</b>
	<ul style="list-style-type: none"> <li>• Continue peer support services, in partnership with DeCoach Rehabilitation Services, to connect patients throughout the hospital with substance use treatment and recovery services</li> <li>• Continue to support the Oxford Hope stigma reduction media campaign by sharing messages and other information as well as participating in community events</li> <li>• Continue to support community medication take back events</li> <li>• Continue to support Talawanda School District and local first responders in the implementation of a Handle with Care inspired model</li> </ul>
Strategies with additional HRSA grant	<p>MHMH is also part of a consortium that was awarded an additional HRSA grant with a timeline of September 1, 2022 through August 31, 2025. This grant will serve to sustain some of the current opioid-related work in the Oxford area, as well as support behavioral health services. The following activities are planned for the grant:</p> <ul style="list-style-type: none"> <li>• Explore mobile harm reduction outreach and other services in the Oxford area to increase access</li> <li>• Work with the Coalition to plan and implement prevention outreach initiatives in underserved areas of the Oxford community</li> <li>• Offer related education/programming to entire service area</li> </ul>
Anticipated impact	<p>Education in schools is imperative to have an impact on the community. The YITS and BITS are helping lead this work in Talawanda School District, which will include messaging to prevent and reduce youth vaping. We will use P.R.I.D.E. data to evaluate the impact of activities that engage youth and target e-cigarette use. Securing and properly disposing of prescription medications makes it harder for drugs to get into the wrong hands. Community medication take back events and permanent medication drop boxes help to reduce the availability of medications that can be misused. Programs such as SBIRT, harm reduction, and peer support help to meet those who have problematic substance use or a substance use disorder where they are at and provide the care they need to be well and live a life in recovery.</p>
MHMH resources	<p>MHMH will provide appropriate personnel for program management support and necessary resources for these initiatives.</p>
Planned collaborators	<p>Coalition for a Healthy Community Oxford Area, Talawanda School District, Butler County General Health District, Regional Harm Reduction Collaborative, DeCoach Rehabilitation Services, first responders</p>
SHIP alignment	<p>Health behaviors: tobacco/nicotine use</p> <ul style="list-style-type: none"> <li>• SHIP strategy: School-based tobacco prevention and evaluation initiatives - Ensure youth tobacco prevention policies and programs include emphasis on e-cigarettes/nicotine addiction</li> </ul> <p>Mental health and addiction: Youth drug use and drug overdose deaths</p>

<b>Significant health need</b>	<b>#2: Alcohol and other drugs, especially opiate use, overdoses, smoking/vaping</b>
	<ul style="list-style-type: none"> <li>• SHIP strategy: Alcohol and other drug use screening (SBIRT) Screening, brief intervention and referral to treatment</li> <li>• SHIP strategy: K-12 social-emotional learning and positive behavior initiatives- School-wide positive behavior interventions and supports</li> </ul>

<b>Significant health need</b>	<b>#3: Access to healthcare (low-income, communication, transportation)</b>
Strategies with additional HRSA grant	<p>MHMH is part of a consortium that was awarded an additional HRSA grant with a timeline of September 1, 2022 through August 31, 2025. This grant will serve to sustain some of the current opioid-related work in the Oxford area, as well as support behavioral health services. The following activities are planned for the grant:</p> <ul style="list-style-type: none"> <li>• Promote access to telehealth services through the use of hotspots and partnering with local agencies/organizations to provide internet access and private spaces for telehealth appointments</li> <li>• Explore improved transportation options to the Emergency Department for Miami University students in mental health crisis situations (instead of the current practice of using marked police vehicles)</li> <li>• Explore mobile harm reduction outreach and other services in the Oxford area to increase access</li> <li>• Explore communication methods to areas without cell phone coverage or internet coverage to health related activities</li> <li>• Continue to support the Oxford Free Clinic, which provides free healthcare to the community in its clinic, financial support to see needed specialist, and prescription assistance to its clients</li> <li>• Continue to support local Life Squads</li> <li>• Offer related education/programming to entire service area</li> </ul>
Anticipated impact	<p>The rural nature of the area served by MHMH can make it difficult for individuals to access care due to issues including an insufficient number of providers and lack of transportation. Initiatives planned to address these issues, especially as they relate to mental health and substance use treatment, include increasing the behavioral health workforce in the service area through partnerships with Miami University, identifying and implementing an incentive program to recruit mental health professionals to practice in the area, increasing access to telehealth services, and mobile harm reduction services. These activities enhance access to health care by building local capacity, as well as bringing</p>

<b>Significant health need</b>	<b>#3: Access to healthcare (low-income, communication, transportation)</b>
	services to those who need it the most through telehealth and mobile outreach.
MHMH resources	MHMH will provide appropriate personnel for program management support and necessary resources for these initiatives
Planned collaborators	Local agencies and organizations, Miami University, Oxford Free Clinic, Life Squads
SHIP alignment	Access to care: local access to healthcare providers and unmet need for mental health care <ul style="list-style-type: none"> <li>• SHIP strategy: Telemedicine</li> <li>• SHIP strategy: Telemental health services</li> </ul>

<b>Significant health need</b>	<b>#4: Food insecurity / obesity</b> <b>#5: Healthy behaviors, especially physical activity and healthy eating, leading to obesity</b>
Strategies	<ul style="list-style-type: none"> <li>• Support the Coalition in initiatives for the service area, such as community walking challenges, Talawanda Schools’ programming, the Fresh Air Fair, and the “Rox” social marketing program</li> <li>• Continue to explore ways to promote awareness of the food resource map, developed by an intern of the Coalition, as well as the TOPPS mobile food pantry</li> <li>• Support the City of Oxford on a Complete Streets and active transportation plan by continuing to participate at committee and city council meetings, and supporting walk audits and grant writing</li> <li>• Continue to provide the American Diabetes Association’s Certified Diabetes Self-Management Education monthly at the hospital. This class is paid for by insurance and the McCullough-Hyde Foundation fund for those underinsured and uninsured to assure all have access to the program.</li> </ul>
Anticipated impact	Providing a range of healthy choices, including access to affordable, nutritious foods and opportunities for physical activity, will help the community achieve increased active living and healthy eating, leading to the reduction/prevention of obesity and obesity-related illnesses/diseases. The initiatives will reach a wide range of people in the service area, including almost 60,000 people in the Talawanda School District and additional community members in neighboring townships/counties, leading to overall improvement in the health of our community.
MHMH resources	MHMH will provide appropriate personnel for program management support and necessary resources for these initiatives.
Planned collaborators	Coalition for a Healthy Community Oxford Area, City of Oxford
SHIP alignment	Healthy behaviors: Nutrition and physical activity

<p><b>Significant health need</b></p>	<p><b>#4: Food insecurity / obesity</b></p> <p><b>#5: Healthy behaviors, especially physical activity and healthy eating, leading to obesity</b></p>
	<ul style="list-style-type: none"> <li>• SHIP strategy: Other community-based nutrition strategies - Multi-component obesity prevention interventions (i.e. combination of educational, environmental and behavioral activities to address nutrition)</li> <li>• SHIP strategy: School-based programs to increase physical activity</li> <li>• SHIP strategy: Transportation and land use policies - Complete Streets</li> <li>• SHIP strategy: Community fitness programs</li> <li>• SHIP strategy: Physical activity policies and programs - Diabetes prevention program</li> </ul>

**Contracted Consultant**

**Bricker & Eckler LLP/INCompliance Consulting, Jim Flynn and Christine Kenney** – located at 100 South Third Street, Columbus, Ohio 43215. Bricker & Eckler LLP / INCompliance Consulting was contracted to review this Implementation Strategy report. Jim Flynn is managing partner with Bricker & Eckler’s healthcare group, where he has practiced for 31 years. His general healthcare practice focuses on health planning matters, certificates of need, nonprofit and tax-exempt healthcare providers, and federal and state regulatory issues. Mr. Flynn has provided consultation to healthcare providers, including nonprofit and tax-exempt healthcare providers as well as public hospitals, on community health needs assessments. Christine Kenney is the director of regulatory services with INCompliance Consulting, an affiliate of Bricker & Eckler LLP. Ms. Kenney has more than 42 years of experience in healthcare planning and policy development, federal and state regulations, certificate of need regulations, and Medicare and Medicaid certification. She has been conducting CHNAs since 2012, providing expert testimony on community needs and offering presentations and educational sessions regarding CHNAs.