



Saint Francis Health System, Inc.

Implementation Strategy

2022 - 2025



Executive Summary

About Saint Francis Health System, Inc.

Saint Francis Health System, Inc. (Saint Francis) is a Catholic, not-for-profit health system wholly owned and operated in Tulsa, Oklahoma. Its mission is to extend Christ's presence and healing ministry to all who seek its services. The health system is anchored by Saint Francis Hospital, Inc. This 1,100-bed tertiary center includes a 162-bed Children's Hospital with the region's only level IV neonatal intensive care unit, a 201-bed Heart Hospital, and Tulsa's leading trauma and emergency center. Also, part of the health system is Saint Francis Hospital South, LLC, Saint Francis Hospital Muskogee, Inc., Saint Francis Hospital Vinita, Inc., Saint Francis Glenpool and Laureate Psychiatric Clinic and Hospital, Inc. Additionally, Saint Francis employs over 400 physicians and 215 advanced practice providers through Warren Clinic, Inc., which serves the region in over 100 locations throughout the eastern half of Oklahoma.

Saint Francis Hospital, Inc., Saint Francis Hospital South, LLC, Saint Francis Hospital Muskogee, Inc., Saint Francis Hospital Vinita, Inc., and Laureate Psychiatric Clinic and Hospital, Inc. are facilities that share the same primary and secondary service areas and for which all community benefit functions are centralized at the health system level. Health system staff completed the CHNA and subsequent implementation strategy in 2022. The CHNA and implementation strategy were adopted by the Saint Francis Health System Board of Directors on June 28, 2022. They will continue to guide the health system's community benefit activities and partnerships until a new comprehensive CHNA process is conducted in 2025.

Purpose of Implementation Strategy

This implementation strategy has been prepared to comply with federal tax law requirements set forth under Internal Revenue Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501(c) to conduct a community health needs assessment (CHNA) at least once every three years and adopt an implementation strategy to meet the community health needs identified through the community health needs assessment.

List of Community Health Needs Identified in 2022 – 2025 CHNA Report

1. Access to Healthcare (primary care/screening and primary and specialty care providers)
2. Behavioral Health (substance abuse and mental health)
3. Chronic Disease Management (heart disease, cancer, and stroke)

Access to Healthcare

(Primary Care/Screening and Primary Care and Specialty Providers)

Implementation Strategies

COMMUNITY PARTNERSHIPS AND NETWORK DEVELOPMENT

ANTICIPATED IMPACT OF STRATEGY:

Increase health education and preventative care resources provided in the community. Address social determinants of health through a partnership with community organizations, faith-based organizations, and academic institutions.

ACTIONS TO BE TAKEN:

- Continue to expand and develop relationships with other Catholic organizations (i.e., Catholic Charities and parishes) within the Roman Catholic Diocese of Tulsa and Eastern Oklahoma.
- Continue collaborating with county health departments and community leaders.
- Continue collaborating with community organizations and academic institutions that work to increase access to care in underserved communities.
- Evaluate opportunities to provide lower costs services while maintaining high-quality of care.

MEASURES TO EVALUATE IMPACT:

- Number of community events co-hosted with other Catholic organizations.
- Number of community events co-hosted with community organizations and academic partners promoting access to care for vulnerable populations.
- Identify programmatic initiatives to assist underserved communities and reduce the overall cost burden of accessing care.

RESOURCES TO BE USED:

Saint Francis staff resources.

HOSPITAL FACILITIES ADDRESSING NEED:

Saint Francis Hospital, Inc., Saint Francis Hospital South, LLC, Saint Francis Hospital Muskogee, Inc., Saint Francis Hospital Vinita, Inc., and Laureate Psychiatric Clinic and Hospital, Inc

COLLABORATIONS:

Faith-based organizations such as Catholic Charities and local parishes; county health departments such as Tulsa Health Department; community organizations such as Morton Comprehensive Health Services and Grand Nation Inc.

TELEMEDICINE OUTREACH

ANTICIPATED IMPACT OF STRATEGY:

Improve access and connectivity to healthcare providers using telemedicine (E-visits, video visits) as an outreach method. Leveraging EPIC, SFHS' medical record system

ACTIONS TO BE TAKEN:

- Optimize E-visits using EPIC to improve service line outreach and program development in key regions.
- Expand current central monitoring services to include additional access points.
- Expand E-visits at Warren Clinic, Inc. locations to increase access to primary and specialty care resources. With the goal of increasing access for patients in rural and underserved portions of the market.
- Optimize patient monitoring by implementing virtual care solutions and telenursing within Saint Francis Hospital, Inc inpatient units.

MEASURES TO EVALUATE IMPACT:

- Number of specialty care telemedicine visits completed.
- Number of primary care telemedicine visits completed.
- Geographic dispersion of patients populations

RESOURCES TO BE USED:

Saint Francis staff and financial resources

HOSPITAL FACILITIES ADDRESSING NEED:

Saint Francis Hospital, Inc., Saint Francis Hospital South, LLC, Saint Francis Hospital Muskogee, Inc., Saint Francis Hospital Vinita, Inc., and Laureate Psychiatric Clinic and Hospital, Inc.

COLLABORATIONS:

Warren Clinic, Inc., Xavier Clinic

GROW AND ENGAGE WORKFORCE**ANTICIPATED IMPACT OF STRATEGY:**

Improve access to providers and meet the growing demand for services across the region. Continue to recruit new physicians, clinical staff, and support staff and align with academic institutions to train and develop healthcare professionals.

ACTIONS TO BE TAKEN:

- Develop a workforce needs assessment for outreach programs in Pittsburg, Washington, Rogers, and Mayes counties.
- Continue to recruit nurses and providers for SFHS.
- Focusing on recruiting primary care providers at SFHS facilities in Owasso, Sand Springs, North Tulsa, and McAlester.
- Focus on expanding urgent care resources and emergency coverage into new, vulnerable markets.
- Continue recruitment specialists in key service lines.
- Invest and build relationships with local nursing and medical schools to recruit talent.
- Implement an SFHS-housed school of nursing program with local academic partners.

MEASURES TO EVALUATE IMPACT:

- Develop a simulation space at Saint Francis Hospital, inc. to support nursing education and career development.
- Develop needs assessment for underserved communities and develop recruitment strategies to support outreach programs.
- Number of nurses and physicians recruited to SFHS.
- Number of specialists in key service lines focusing on outreach and providing care in underserved communities.
- Number of clinical staff educated in telehealth protocols.
- Number of nursing school rotations and programs offered at Saint Francis Hospitals and clinics.
- Number of medical school residency rotations offered at Saint Francis Hospitals and clinics.
- Number of new partnerships developed with academic institutions to support workforce development.

RESOURCES TO BE USED:

Saint Francis staff and financial resources

HOSPITAL FACILITIES ADDRESSING NEED:

Saint Francis Hospital, Inc., Saint Francis Hospital South, LLC, Saint Francis Hospital Muskogee, Inc., Saint Francis Hospital Vinita, Inc., and Laureate Psychiatric Clinic and Hospital, Inc.

COLLABORATIONS:

Local nursing and medical schools such as Oklahoma State University Center for Health Sciences, OU (University of Oklahoma) – Tulsa School of Community Medicine, Rogers State University School of Professional Studies, Tulsa Tech, ATA College, and Oklahoma Technical College

Behavioral Health

(Substance Abuse and Mental Health)

Implementation Strategies

BEHAVIORAL HEALTH COMMUNITY EDUCATION (SP 1.2)

ANTICIPATED IMPACT OF STRATEGY:

Improve community access to behavioral health resources, services, and education.

ACTIONS TO BE TAKEN:

Coordinate functions associated with raising community awareness on accessing behavioral health services.

MEASURES TO EVALUATE IMPACT:

- Number of behavioral health community events coordinated or attended.
- Number of collaborations with community organizations and other institutions promoting access to behavioral health services and education.

RESOURCES TO BE USED:

SFHS and financial resources.

HOSPITAL FACILITIES ADDRESSING NEED:

Saint Francis Hospital, Inc., Saint Francis Hospital South, LLC, Saint Francis Hospital Muskogee, Inc., Saint Francis Hospital Vinita, Inc., Laureate Psychiatric Clinic and Hospital, Inc.

COLLABORATIONS:

Mental Health Association Oklahoma; foundations such as The Anne and Henry Zarrow Foundation and The George Kaiser Family Foundation; higher education institutions such as OU – Tulsa (University of Oklahoma) and Oklahoma State University Center for Health Sciences; community organizations, Parkside Psychiatric Hospital and Clinic, and behavioral health providers such as CREOKS Health Services.

BEHAVIORAL HEALTH CONTINUUM OF CARE

ANTICIPATED IMPACT OF STRATEGY:

Improve access to effective treatments and services for mental health and substance abuse disorders.

ACTIONS TO BE TAKEN:

Collaborate with regional physicians and behavioral providers health on building a continuum of care for substance abuse and mental health.

MEASURES TO EVALUATE IMPACT:

- Complete gap analysis to evaluate the current continuum of care for behavioral health.
- Continue to collaborate with community organizations (i.e., Parkside and Family and Children Services) to address pediatric behavioral health needs.
- Identify opportunities to address gaps in the continuum of care and expand behavioral health access points. (i.e., behavioral health urgent care resources)
- Expand outpatient behavioral health programs and provide resources to underserved communities.
- Identify methods and resources to assist patients to prevent crisis events from occurring.

RESOURCES TO BE USED:

SFHS staffing and financial resources.

HOSPITAL FACILITIES ADDRESSING NEED:

Saint Francis Hospital Muskogee, Inc., Saint Francis Hospital Vinita, Inc., and Laureate Psychiatric Clinic and Hospital, Inc.

COLLABORATIONS:

Community behavioral health providers serving underserved populations, such as Green County Behavioral Health Services, Inc., Grand Lake Mental Health Center, Inc., Parkside Psychiatric Hospital and Clinic, CREOKS Health Services, Tulsa school districts, Family and Children Services, and The Tulsa Center for Behavioral Health.

BEHAVIORAL HEALTH INTEGRATION WITH PRIMARY CARE AND EMERGENCY SERVICES

ANTICIPATED IMPACT OF STRATEGY:

Expand behavioral health resources to improve outcomes, reduce emergency and inpatient care use, and increase access to care.

ACTIONS TO BE TAKEN:

- Consolidated clinical direction of all SFHS behavioral health resources under Laureate Psychiatric Clinic and Hospital, Inc.
- Develop a behavioral health service line with a programmatic approach to care delivery and access.
- Explore the feasibility of monitoring or refining the existing social worker model and consider expansion of the “embedded” model in other primary care practices.
- Explore Laureate on-site behavioral health coverage at SFHS emergency room/trauma centers and urgent care facilities.
- Explore the possibility of a pain rehabilitation program at Laureate.

MEASURES TO EVALUATE IMPACT:

- Continued participation in the peds behavioral health coalition task force identified to facilitate care coordination.
- Continue evaluating clinical and quality metrics, such as readmission rates, to improve patient outcomes.
- Assess existing social worker model to expand behavioral health resources into new primary care practices.
- Expand primary care integration by measuring the number of behavioral health patients managed within WC primary care practices.

RESOURCES TO BE USED:

SFHS staffing resources.

HOSPITAL FACILITIES ADDRESSING NEED:

Saint Francis Hospital, Inc., Saint Francis Hospital South, LLC, Saint Francis Hospital Muskogee, Inc., Saint Francis Hospital Vinita, Inc., and Laureate Psychiatric Clinic and Hospital, Inc.

COLLABORATIONS:

Warren Clinic, Inc.

Chronic Disease and Stroke

(Heart Disease, Cancer, and Stroke)

Implementation Strategies

ANTICIPATED IMPACT OF STRATEGY:

Increase access to high-quality disease prevention and management for heart disease, cancer, and stroke.

ACTIONS TO BE TAKEN:

Develop outreach programs for service lines that contribute significantly to chronic disease management, such as cardiology, neurology, and oncology.

MEASURES TO EVALUATE IMPACT:

- Number of new outreach programs and new sites of care developed.
- Number of partnerships and collaborations addressing nonclinical social determinants of health affecting chronic disease.
- Strengthen provider network and alignment with community primary care providers.

RESOURCES TO BE USED:

SFHS staff and financial resources

HOSPITAL FACILITIES ADDRESSING NEED:

Saint Francis Hospital, Inc., Saint Francis Hospital South, LLC, Saint Francis Hospital Muskogee, Inc., and Saint Francis Hospital Vinita, Inc.

COLLABORATIONS:

Warren Clinic, Inc.; community health providers; community-based and faith-based organizations; schools; health fairs such as the City of Tulsa Health Fair; national nonprofit organizations targeting chronic diseases, such as the American Diabetes Association and American Heart Association

ACCESS TO CHRONIC DISEASE MANAGEMENT RESOURCES

ANTICIPATED IMPACT OF STRATEGY:

Improve access to key specialists in underserved communities to improve the treatment of chronic diseases.

ACTIONS TO BE TAKEN:

Expand access and meet the growing demand in underserved communities for service line coverage that contribute significantly to chronic disease management.

MEASURES TO EVALUATE IMPACT:

- Complete gap analysis and identify underserved communities where services lines could contribute significantly to chronic disease management.
- Expand provider coverage and access in underserved communities.
- Number of new screenings and educational classes offered.

RESOURCES TO BE USED:

Saint Francis staff and financial resources

HOSPITAL FACILITIES ADDRESSING NEED:

Saint Francis Hospital, Inc., Saint Francis Hospital Muskogee, Inc., Saint Francis Hospital Vinita, Inc., Laureate Psychiatric Clinic and Hospital, Inc.

COLLABORATIONS:

Warren Clinic, Inc.

ENHANCED ONCOLOGY CARE MODEL**ANTICIPATED IMPACT OF STRATEGY:**

Improve access to high-quality, coordinated cancer care.

ACTIONS TO BE TAKEN:

- Identify opportunities to expand patient access to the oncology care service line.
- Develop new access points for cancer screening and patient education to services.
- Link Muskogee oncologists with Tulsa oncologists through service line rollout and the development of a comprehensive strategic plan.
- Explore partnerships with academic institutions to offer new clinical trials and cancer research.

MEASURES TO EVALUATE IMPACT:

- Number of patients enrolled in the oncology care model.
- Appropriate performance metrics established for reporting by the Centers for Medicare & Medicaid Services
- Identify areas with limited access to cancer care.
- Number of cancer screenings
- Number of clinical trials offered for cancer treatment.

RESOURCES TO BE USED:

Saint Francis staff and financial resources

HOSPITAL FACILITIES ADDRESSING NEED:

Saint Francis Hospital, Inc., Saint Francis Hospital South, LLC, Saint Francis Hospital Muskogee, Inc., Saint Francis Hospital Vinita, Inc.

COLLABORATIONS:

Warren Clinic, Inc and aligned academic institutions.