



Saint Francis Health System, Inc.

# Implementation Strategy

2019–2021



## 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 whose mission is to extend the presence and healing ministry of Christ to all who seek its services. The health system is anchored by Saint Francis Hospital, Inc., a 1,100-bed tertiary center, which includes a 162-bed Children's Hospital with the region's only level IV neonatal intensive care unit, a 168-bed heart hospital and Tulsa's leading trauma and emergency center. Also part of the health system are 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.—a 90-bed private, psychiatric facility. Additionally, Saint Francis employs over 350 physicians and 121 advanced practice providers through Warren Clinic, Inc., which serves the region with over 90 locations throughout eastern Oklahoma.

### Purpose of Implementation Strategy

This implementation strategy has been prepared in order 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.

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 service area 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 2019. The CHNA and implementation strategy were adopted by the Saint Francis Health System Board of Directors on April 23, 2019 and will continue to guide the health system's community benefit activities and partnerships until a new comprehensive CHNA process is conducted in 2022.

### List of Community Health Needs Identified in 2019 – 2021 CHNA Report

1. Access to healthcare (primary care/screening and primary care and specialty providers)
2. Behavioral health (substance abuse and mental health)
3. Chronic diseases (diabetes, cancer, heart disease) and stroke
4. Lack of health insurance/ability to pay for healthcare

# Access to Healthcare

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

### Implementation Strategies

#### COMMUNITY PARTNERSHIPS AND EVENTS (SP\* 1.2)

##### ANTICIPATED IMPACT OF STRATEGY:

Increase health education and preventative care provided in the community setting through partnership with community organizations, faith-based organizations and other institutions

##### ACTIONS TO BE TAKEN:

Develop stronger linkages with other Catholic organizations (i.e. Catholic Charities, parishes) in the Tulsa Diocese (SP 1.2.2).

- Demonstrate greater collaboration with county health departments as it relates to seasonal flu shots, pneumonia vaccinations, nutritional education, pre-natal care, behavioral health and substance use disorder management (SP 1.2.3).
- Continue to collaborate with community organizations that work to increase access to care for vulnerable community populations.

##### MEASURES TO EVALUATE IMPACT:

- Number of community events co-hosted with other Catholic organizations
- Number of community events co-hosted with community organizations promoting access to care for vulnerable populations
- Number of flu shots, vaccinations, and educational classes offered in collaboration with county health departments

##### 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., 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 (SP 2.1, 2.2)

##### ANTICIPATED IMPACT OF STRATEGY:

Improve access to healthcare providers using telemedicine (E-visits, video visits) as an outreach method

##### ACTIONS TO BE TAKEN:

- Optimize E-visits using EPIC to improve outreach programs in key regions (SP 2.1.2).
- Expand current central monitoring services at Saint Francis to include Saint Francis Hospital South, LLC, Saint Francis Hospital Muskogee, Inc., Saint Francis Hospital Vinita, Inc. (SP 2.2.1).
- Expand E-visits pilot at Warren Clinic, Inc. locations to include video visits (SP 2.2.2).
- Build a system-wide healthy employee program to include video visits (SP 2.2.3).

##### MEASURES TO EVALUATE IMPACT:

- Number of E-visits and video visits offered
- Number of employees enrolled

##### RESOURCES TO BE USED:

Saint Francis staff and financial resources

## Access to Healthcare

*Continued*

### 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:

Warren Clinic, Inc.

### WORKFORCE RECRUITMENT (SP 2.1, 3.1, 3.2, 4.1, 7.1)

#### ANTICIPATED IMPACT OF STRATEGY:

Improve access to health care providers to match increasing need for services in the region through recruitment of physicians and clinical staff, training and development of health professionals

#### ACTIONS TO BE TAKEN:

- Develop a workforce needs assessment for outreach programs in Muskogee, Craig, Rogers and Mayes counties (SP 2.1.1).
- Fulfill recruitment targets for nurses and physicians at Warren Clinic, Inc. (SP 3.1.1, 3.1.2, 7.1.1).
- Fulfill recruitment targets for primary care and emergency physicians at Warren Clinic, Inc. facilities in Glenpool, Owasso, Sand Springs and Claremore (SP 3.2.1).
- Fulfill recruitment targets for specialists in key service lines (such as cardiology, neurology and others) serving rural areas (SP 3.2.2).
- Educate nurse practitioners, physicians assistants and care coordination nurses in telehealth protocols (SP 4.1.2).
- Invest and build relationships with local nursing and medical schools (SP 7.1.2, 7.1.3).

### MEASURES TO EVALUATE IMPACT:

- Needs assessment developed for rural outreach programs
- Number of nurses and physicians recruited to Warren Clinic, Inc.
- Number of primary care and emergency physicians recruited to Warren Clinic, Inc. facilities in Glenpool, Owasso, Sand Springs and Claremore
- Number of specialists in key service lines serving rural areas
- 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

### 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., Laureate Psychiatric Clinic and Hospital, Inc.

### COLLABORATIONS:

Local nursing and medical schools such as Oklahoma State University Medical Center, OU – Tulsa (University of Oklahoma)

# 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 (SP 1.2.1).

##### 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:

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., 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 and behavioral health providers such as CREOKS Health Services

#### BEHAVIORAL HEALTH CONTINUUM OF CARE (SP 2.3)

##### ANTICIPATED IMPACT OF STRATEGY:

Improve access to effective treatments and services for mental health and substance abuse disorders, with a focus in rural areas

##### ACTIONS TO BE TAKEN:

Collaborate with regional physicians on building a continuum of care for behavioral health in Muskogee and Vinita (SP 2.3.2).

##### MEASURES TO EVALUATE IMPACT:

- Assessments completed to evaluate the current continuum of care for behavioral health in Muskogee and Vinita
- Opportunities identified to address gaps in the continuum of care
- Intensive outpatient program visits provided to rural populations in the Vinita and Muskogee areas

##### RESOURCES TO BE USED:

Saint Francis staff resources

##### HOSPITAL FACILITIES ADDRESSING NEED:

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

##### COLLABORATIONS:

Community behavioral health providers serving rural populations, such as Green County Behavioral Health Services, Inc., Grand Lake Mental Health Center, Inc., CREOKS Health Services and others

## Behavioral Health

*Continued*

### **BEHAVIORAL HEALTH INTEGRATION WITH PRIMARY CARE AND EMERGENCY SERVICES (SP 4.2)**

#### **ANTICIPATED IMPACT OF STRATEGY:**

Coordinate general and behavioral health to improve outcomes, reduce use of emergency and inpatient care, and decrease care costs

#### **ACTIONS TO BE TAKEN:**

- Coordinate clinical direction of Saint Francis behavioral health service lines under Laureate Psychiatric Clinic and Hospital, Inc. (Laureate) (SP 4.2.1).
- Explore the feasibility of monitoring or refining the existing social worker model and consider expansion of the “embedded” model in other primary care practices in Tulsa, Muskogee and Vinita (SP 4.2.2).
- Explore Laureate on-site coverage to include the Saint Francis Hospital Emergency Room/Trauma Center and Vinita medical practices (SP 4.2.3).
- Explore the possibility for a pain rehabilitation program at Laureate (SP 4.2.4).

#### **MEASURES TO EVALUATE IMPACT:**

- Service line leader and/or task force identified to facilitate coordination of behavioral health under Laureate
- Appropriate metrics established and tracked to measure clinical quality and patient safety at Laureate, such as readmission rates
- Completed feasibility assessment for existing social worker model and expansion to other primary care practices
- Appropriate metrics established and tracked to support future behavioral health and primary care integration, such as number of behavioral health patients managed within primary care practices
- Completed feasibility assessments for emergency/trauma coverage, Vinita medical practices and pain rehabilitation program

#### **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., Laureate Psychiatric Clinic and Hospital, Inc.

#### **COLLABORATIONS:**

Warren Clinic, Inc., regional emergency medical services

# Chronic Disease and Stroke

## Implementation Strategies

### CHRONIC DISEASE OUTREACH PROGRAMS (SP 2.1)

#### ANTICIPATED IMPACT OF STRATEGY:

Increase access to high-quality disease prevention and management for chronic diseases and stroke

#### ACTIONS TO BE TAKEN:

Develop outreach programs for service lines that contribute significantly to chronic disease, such as cardiology, stroke/neurology and oncology (SP 2.1.3).

#### MEASURES TO EVALUATE IMPACT:

- Appropriate metrics established and tracked to evaluate outreach programs, such as number of screenings or education classes offered
- Number of outreach programs developed
- Number of partnerships and collaborations addressing nonclinical determinants of health affecting chronic disease, such as nutrition

#### 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.; 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 American Diabetes Association and American Heart Association

### RURAL ACCESS TO CHRONIC DISEASE SERVICES (SP 3.2)

#### ANTICIPATED IMPACT OF STRATEGY:

Improve access to key specialists in rural areas to improve treatment of chronic diseases and stroke

#### ACTIONS TO BE TAKEN:

Fulfill increasing demand in rural areas in service lines that contribute significantly to chronic disease, such as cardiology, stroke/neurology and oncology (SP 3.2.2).

#### MEASURES TO EVALUATE IMPACT:

- Rural needs assessment completed for services lines that contribute significantly to chronic disease, such as cardiology, stroke/neurology and oncology.
- Number of Full Time Equivalents (FTEs) in target service lines serving rural populations

#### 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.

## ■ Chronic Disease and Stroke

*Continued*

### **ONCOLOGY CARE MODEL (SP 2.3, 4.3)**

#### **ANTICIPATED IMPACT OF STRATEGY:**

Improve access to high-quality, coordinated cancer care for enrolled Medicare beneficiaries

#### **ACTIONS TO BE TAKEN:**

- Identify opportunities to expand the patient base of the oncology care model (SP 2.3.3).
- Identify opportunities to link Muskogee oncologists with Tulsa oncologists (SP 4.3.3).

#### **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
- Assessment of potential linkages between Muskogee and Tulsa oncologists

#### **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.

# Lack of Health Insurance/ Ability to Pay for Healthcare

## Implementation Strategies

### XAVIER CLINIC (SP 1.3)

#### ANTICIPATED IMPACT OF STRATEGY:

Provide access to free primary care, prenatal healthcare, and other services for uninsured or medically underserved populations (including a significant Spanish-speaking population)

#### ACTIONS TO BE TAKEN:

- Continue financial, clinical, and administrative support of the Xavier Clinic to deliver free health care services to vulnerable populations.
- Investigate the feasibility of an addition Xavier Clinic location in Muskogee (SP 1.3.2).

#### MEASURES TO EVALUATE IMPACT:

- Number of medical visits and deliveries provided by the Xavier Clinic
- Amount of financial support provided to the Xavier Clinic
- Feasibility assessment completed for the Xavier Clinic

#### RESOURCES TO BE USED:

Saint Francis staff and financial resources

#### HOSPITAL FACILITIES ADDRESSING NEED:

Patients at the Xavier Clinic are referred to Saint Francis Hospital, Inc. for inpatient care including childbirth, as well as surgery and ancillary services

#### COLLABORATIONS:

Warren Clinic, Inc.

### FINANCIAL AND ELIGIBILITY ASSISTANCE

#### ANTICIPATED IMPACT OF STRATEGY:

Improve access to healthcare for uninsured or underinsured community populations and improve awareness of available resources

#### ACTIONS TO BE TAKEN:

- Support uninsured or underinsured populations by connecting them to available insurance coverage and benefits.
- Continue to provide financial assistance and charity care through funds designated for patient aid.

#### MEASURES TO EVALUATE IMPACT:

- Number of resources available to support identification of available coverage and aid in enrollment
- Number of individuals enrolled by financial counselors or eligibility specialists
- Number of individuals receiving financial assistance

#### 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.