

2023–2025 Implementation Strategy

Meeting the Significant Community Health Needs Identified in the 2022 Community Health Needs Assessment.



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About Licking Memorial Hospital

Licking Memorial Hospital (LMH) remains responsive to the healthcare needs of the Licking County area that it has served for more than 100 years. The 227-bed facility offers a full spectrum of quality patient care services, from emergency medicine to home healthcare. In addition, LMH offers a number of specialized medical services unique for a hospital of its size. Comprehensive services are available in areas such as cancer care, heart care, maternity services, and mental health. Licking Memorial Health Systems' (LMHS) mission is to improve the health of the community.

Purpose of Implementation Strategy

This implementation strategy was prepared to comply with federal tax law requirements in the Internal Revenue Code section 501(r) requiring hospitals owned and operated by an organization described in Code section 501(c)(3) 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 CHNA.

This implementation strategy applies to tax years January 1, 2023, through December 31, 2025, and describes LMH's planned response to the needs identified in the 2022 CHNA. This implementation strategy is approved by LMH's governing board and is available on the LMHS website.

To receive a copy of the 2022 CHNA report, or to provide written comments on the 2022 CHNA report and Implementation Strategy, please contact our Director of Process Improvement at Licking Memorial Hospital, 1320 West Main Street, Newark, Ohio 43055 or info@LMHealth.org.

Community Health Needs Identified in 2022 CHNA Report

LMH's "community served" is the residents of Licking County, Ohio. The CHNA includes input from the community served, including those with special knowledge of or expertise in public health. LMH is a member of the Licking County Community Health Improvement Committee (CHIC). Please refer to LMH's 2022 CHNA report for a list of CHIC members and participating organizations.

The following significant health needs were identified and prioritized in LMH's 2022 CHNA.

1. Behavioral health – reduce the burden of addiction and reduce untreated depression and anxiety
2. Chronic disease – decrease negative health conditions associated with obesity, decrease the prevalence of tobacco use, and decrease the burden of cancer
3. Infant mortality – reduce infant mortality

LMH has chosen to address each of these significant health needs in this implementation strategy.

Participants in Implementation Strategy Development

LMH collaborated with the Licking County Health Department and other CHIC members to develop a plan to address the community's significant health needs. This implementation strategy focuses on LMH's actions and resources to address those needs.

Description of Significant Health Needs Identified

Need	Description
BEHAVIORAL HEALTH	
Reduce the burden of addiction	<p>In 2017, there were 31 deaths per 100,000 population due to unintentional drug overdoses in Central Ohio, compared to 44.1 per 100,000 for the State.</p> <p>In 2019, there were 36 unintentional overdose deaths in Licking County, down from 42 in 2018, a 14 percent decrease.</p> <p>In 2020, there were 47 unintentional overdose deaths in Licking County, up from 36 in 2019, a 30 percent increase. Fentanyl was responsible for 75 percent of these deaths. The Licking County overdose death rate for 2020 was 31.1 deaths per 100,000.</p>
Reduce untreated depression and anxiety	<p>According to Mental Health America, in January 2020 through December 2021 statistics, severe depression was identified in 385 total depression (PHQ-9) responses and 130 scoring severe depression = 78.33 per 100,000 county population. This is above the State of Ohio (70.25 per 100,000) for the same reporting time frame.</p> <p>In 2021, there were 30 deaths by suicide in Licking County. This was up from 20 deaths by suicide in 2019.</p>
CHRONIC DISEASE	
Decrease negative health conditions associated with obesity	<p>In 2015, 38 percent of Licking County adults polled were obese and 32 percent were overweight.</p> <p>In 2017, 3.2 percent of adults in Central Ohio were diagnosed with coronary heart disease, compared to 4.7 percent for Ohio; 4.1 percent of adults in Central Ohio were diagnosed with a heart attack, compared to 5.5 percent for Ohio; 32.8 percent of adults were diagnosed with hypertension, compared to 34.7 percent for Ohio; 9.3 percent of adults were identified by a health professional as having diabetes, compared to 11.3 percent for Ohio; 10.1 percent of adults in Central Ohio were identified by a health professional as having prediabetes, compared to 8.8 percent for Ohio.</p> <p>In 2019, 32 percent of Licking County adults polled were obese.</p> <p>In 2021, 33 percent of Licking County adults polled were obese.</p>
Decrease the prevalence of tobacco use	<p>In 2015, 24 percent of Licking County were identified as smokers.</p> <p>In 2019, 21 percent of adults reported smoking. 22.6 percent of adults, age 18 and up, in Licking County used tobacco, compared to 21.7 percent for Ohio.</p> <p>In 2021, 20.9 percent of Licking County adults reported smoking.</p>

CHRONIC DISEASE	
Decrease the burden of cancer	<p>As reported by the Ohio Department of Health in 2021 for data from 2014 to 2018, cancer deaths for Licking County were 491.8 per 100,000 residents, compared to 467.5 per 100,000 for Ohio and 450.5 per 100,000 for the U.S.</p> <p>For this same time period, the Licking County cancer mortality rate was 174.9 per 100,000 residents, compared to the Ohio rate of 172.3 per 100,000, and the U.S. rate of 155.5 per 100,000.</p> <p>Cancer incidence and mortality rates among males were higher than the rates among females in Licking County.</p> <p>The top five cancers by percentage of new cancer cases in Licking County:</p> <ul style="list-style-type: none"> • Lung and bronchus – 16.4% • Breast – 14.7% • Prostate – 11.5% • Colon and rectum – 7.8% • Melanoma of the skin – 5.8%
INFANT MORTALITY	
Decrease the infant mortality rate	For the State of Ohio, in 2020, 864 infants died before their first birthday, which was a 6.7 percent overall infant mortality rate.

Strategies to Address Health Needs Identified in the CHNA Report and Alignment with the State Health Improvement Plan (SHIP)

The following identifies LMH’s contributions to addressing the community’s significant health needs over the next three years (January 1, 2023 through December 31, 2025).

The Ohio Department of Health (ODH) identified three priority health outcomes in the 2020–2022 SHIP: mental health and addiction, chronic disease, and maternal and infant health. As part of the state alignment process, ODH requires hospitals and local health districts to select at least two priority topics and at least one priority outcome for the topics chosen from the SHIP to address in their community improvement plan/implementation strategy. LMH identified significant health needs for Licking County that align with all three SHIP priority topics.

Significant Health Need: Behavioral Health – Addiction

Goal: Reduce the burden of addiction

LMH Action:

- In addition to continuing LMH’s efforts over the last CHNA, LMH is implementing a new level of service to allow for the provision of residential substance abuse treatment. This level of care is not currently available in Licking County.

Anticipated Impact:

- Improved community access to treatment for addiction
- Decrease in number of drug overdoses in Licking County

LMH Resources:

- Staff to participate on committees and collaborations
- Funding for extended residential treatment and other programs

Collaborative Partners:

- Mental Health and Recovery for Knox and Licking County
- Behavioral Health Partners
- Licking County Health Department (LCHD)
- Licking Memorial Health Professionals (LMHP)

Alignment with SHIP:

- Priority topic: mental health and addiction
- Priority outcome: reduce drug dependency/abuse
- Cross-cutting factor: public health, prevention, and health behaviors
- Cross-cutting strategy: strengthen community substance abuse and addiction prevention services, including those provided in school settings as well as suicide prevention efforts
- Cross-cutting outcome indicator: number of unintentional drug overdose cases in emergency department

Significant Health Need: Behavioral Health – Mental Health

Goal: Reduce untreated depression and anxiety

LMH Action:

- Continue to provide psychiatric and counseling services for behavioral health and substance use disorder
- LMH is pursuing the addition of a new service, Transcranial Magnetic Stimulation (TMS) therapy, for treatment of depression for patients where other treatments have been unsuccessful

Anticipated Impact:

- Improved patient care and care planning
- Reduction in hospital re-admissions caused by behavioral and mental health issues

LMH Resources:

- Staff to participate on committees and collaborations
- LMHP

Collaborative Partners:

- Our Futures in Licking County
- Mental Health and Recovery for Knox and Licking County
- Behavioral Health Partners
- LCHD
- LMHP
- Community Health Clinic
- Local School Districts

Alignment with SHIP:

- Priority topic: mental health and addiction
- Priority outcome: reduce depression
- Cross-cutting factor: healthcare system and access
- Cross-cutting strategy: screening for clinical depression for all patients 12 years and older
- Cross-cutting outcome indicator: depression screening

Significant Health Need: Chronic Disease – Obesity

Goal: Decrease negative health conditions associated with obesity

LMH Action:

- Increase awareness of diabetes prevention and treatment
- Provide free diabetes screenings
- Provide community education programming focused on healthier food choices, exercise, and good lifestyle habits

Anticipated Impact:

- Identify individuals with an unknown diagnosis of diabetes or pre-diabetes through the use of free diabetes screenings at community events

LMH Resources:

- Staff, marketing, and educational resources for wellness programs
- Staff, facilities, and educational resources for diabetes educational programs
- Staff and materials for free diabetes screenings
- Wellness Center

Collaborative Partners:

- LCHD
- LMHP
- Newark Advocate
- Ohio State University – Newark Campus
- Pathways of Central Ohio / 2-1-1
- Buckeye Valley Family YMCA

Alignment with SHIP:

- Priority topic: chronic disease
- Priority outcome: reduce diabetes
- Cross-cutting factor: public health system, prevention and health behaviors
- Cross-cutting strategy: increase awareness of prediabetes
- Cross-cutting outcome indicator: prevalence of adults with diabetes

Significant Health Need: Chronic Disease – Tobacco Use

Goal: Decrease the prevalence of tobacco use

LMH Action:

- Provide tobacco cessation programming and support, including nicotine replacement therapy, to all interested community members free of charge
- Continue *Quit for You, Quit for Your Baby* initiative

Anticipated Impact:

- Increased participation and completion of tobacco cessation programs by community members, with the goal to reduce the number of smokers in Licking County
- Reduction in number of pregnant mothers smoking

LMH Resources:

- Staff, facility, and educational material for free smoking cessation programs

Collaborative Partners:

- LCHD
- LMHP
- Community Health Clinic
- American Red Cross of Licking County
- Pathways of Central Ohio / 2-1-1
- Our Futures in Licking County
- Local School Districts tobacco cessation program

Significant Health Need: Chronic Disease – Colon Cancer**Goal:** Decrease the burden of colon cancer**LMH Action:**

- Improve access to colon cancer screenings through the addition of gastroenterologists, expanding appointment availability, and the adoption of Cologuard® as an option for low-risk patients who are reluctant to undergo a colonoscopy procedure
- Track performance/compliance of patients obtaining colonoscopy screenings
- Community education regarding the importance of timely screening, to include mass mailings and community education programs

Anticipated Impact:

- A decrease in the percentage of patients over 50 years of age with no colonoscopy screening
- Improve access to colon cancer screenings
- Improved community awareness of the need for colonoscopy screening to aid in the detection of colon cancer through the use of community education programs and colon cancer-specific educational offerings/materials

LMH Resources:

- Staff for expanded appointment availability
- Track performance/compliance of screened patients
- Educational material for mailings and educational programs
- Monitor quality metrics to determine any need for additional resources

Collaborative Partners:

- LCHD
- LMHP
- Newark Advocate
- Community Health Clinic

Significant Health Need: Chronic Disease – Breast Cancer**Goal:** Decrease the burden of breast cancer**LMH Action:**

- Use mammography imaging technology with greater levels of sensitivity
- Provide free mammogram screening days for patients without health insurance or those who would not receive a mammogram due to financial reasons

Anticipated Impact:

- Higher rates of breast cancer detection in an early stage
- Reduction in number of women who did not receive a timely mammogram

LMH Resources:

- Tomosynthesis screenings
- Free mammogram screenings
- Staff for participation on committees
- Staff, facility, and educational material for educational programs

Collaborative Partners:

- LCHD
- LMHP
- Community Health Clinic

Significant Health Need: Chronic Disease – Lung Cancer

Goal: Decrease the burden of lung cancer

LMH Action:

- Provide low-dose CT scanning for patients at high risk for lung cancer
- Provide robust tobacco cessation programs

Anticipated Impact:

- Increase in early detection of lung cancer
- Reduction in late-stage lung cancer diagnoses
- Positive impact on 5-year survival rates for diagnosed patients

LMH Resources:

- Low-dose CT scanning
- Navigator for patient education and follow-up
- Staff to participate in lung screening registry and monitor trends
- Staff, facility, and educational material for smoking cessation programs
- Staff, facility, and educational material for lung cancer educational programs

Collaborative Partners:

- Licking County Health Department
- LMHP
- Newark Advocate
- Community Health Clinic

Significant Health Need: Infant Mortality

Goal: Reduce infant mortality

LMH Action:

- Provide “Safe Sleep” education to all new parents in an effort to ensure they are knowledgeable about the risks of Sudden Infant Death Syndrome (SIDS) and precautions they can take to protect their newborns
- Use “Safe Sleep Sacks” for all newborn babies and those admitted to the Hospital nursery – Safe Sleep Sacks are also provided to every newborn at the time of discharge
- All newborns receive a “onesie” that states “This Side Up” to promote safe sleep at home
- Remain designated as a “Baby-Friendly” hospital
- Continue robust tobacco cessation programming available at Licking Memorial Women’s Health locations
- Maintain a Medication-assisted Therapy Clinic specifically targeting pregnant mothers suffering from addiction
- Maintain a Level II Special Care Nursery on site to provide immediate and ongoing care to infants with critical needs

- Participate in Ohio Perinatal Quality Collaborative’s Moms Plus Project for pregnant mothers suffering from addiction and share data with the Ohio Department of Mental Health and Addiction Services to promote physician coordination for overall health of patients
- Moms Plus Program – Provide prenatal class/support group for pregnant mothers suffering from addiction where mothers meet individually with a physician, and participate in a support group that includes free childcare

Anticipated Impact:

- Improved new mother knowledge of safe sleep habits
- Reduction in number of pregnant women smoking during pregnancy
- Increase number of perinatal visits for mothers suffering from addiction
- Decrease infant mortality rates in Licking County
- Decrease length of stay in Level II Special Care Nursery for infants suffering from opiate and other substance abuse withdrawal

LMH Resources:

- Staff and educational material to educate parents on safe sleep
- Safe Sleep Sacks
- Newborn onesies
- Staff to promote infant feeding and bonding
- Staff, facility, and educational material for smoking cessation programs
- Medication-assisted Therapy Clinic
- Level II Special Care Nursery
- Staff to enter and evaluate data for the Moms Plus Program
- Staff, facility, and childcare for Moms Plus Program

Collaborative Partners:

- LCHD
- LMHP
- Community Health Clinic
- Ohio Hospital Association

Alignment with SHIP:

- Priority topic: maternal and infant health
- Priority outcome: reduce infant mortality
- Cross-cutting factor: Healthcare system and access
- Cross-cutting strategy: smoking cessation programming
- Cross-cutting outcome indicator: percent of women who smoke during pregnancy

REFERENCES

Licking Memorial Hospital 2022 Community Health Needs Assessment
 Ohio State Health Improvement Plan
 Licking County Community Needs Assessment (draft, unpublished)



**Licking Memorial
Health Systems**

LMHealth.org