



University Health Lakewood Medical Center Community Health Needs Assessment Implementation Strategy 2022 – 2025

Introduction

University Health Lakewood Medical Center: 2022 Community Health Needs Assessment (CHNA) is a report based on the epidemiological, qualitative and comparative methods that assess adult health issues and access to services in University Health’s primary service area – Jackson County in Missouri. The following implementation strategy outlines the goals and strategies that demonstrate how University Health will address the CHNA- identified priority health needs for the next three fiscal years from December 2022 through June 2025 are:

1. Social Determinants of Health: Poverty and Homelessness
2. Mental Health/Behavioral Health/Substance Abuse and Suicide
3. Racism and Discriminatory Care
4. Maternal and Child Health

Purpose of a Hospital’s Implementation Strategy

An Implementation Strategy outlines how a hospital plans to address community health needs and is intended to satisfy the requirements set forth in Internal Revenue Code Section 501 (r)(3) regarding Community Health Needs Assessment and Implementation Strategy. The Implementation strategy process is meant to align the hospital’s resources and programs with

goals, objectives, and indicators for how the hospital plans to address identified health needs in the community.

University Health’s Kansas City Overview

Founded in 1962, University Health (UH, formerly Truman Medical Centers) is part of Truman Medical Centers, Inc., a two-hospital, 600–bed, not-for-profit academic healthcare system, providing accessible state-of-the-art quality healthcare in Kansas City, Missouri. University Health employs more than 4,500 trained individuals between the various health system campuses and is the largest and most comprehensive safety net healthcare system in Jackson County and Kansas City Missouri. In addition, UH is the primary teaching facility for the University of Missouri-Kansas City. Close to 30% of physicians who practice in the Kansas City region completed their training at UH.

University Health’s Community Definition

The primary service area for University Health Truman Medical Center includes 64 ZIP codes within Jackson County, Missouri. To define the primary and secondary service areas, patient encounter data for fiscal years 2019, 2020 and 2021 was analyzed. Our patient catchment includes residents from many of our neighboring counties, but residents of Jackson County, Missouri account for more than 75% of all patients receiving care at our institution. According to the 2020 Decennial Census, Jackson County, Missouri is home to 717,204 people. This county is located in western Missouri and includes Kansas City’s urban core and several surrounding rural and suburban communities.

The following ZIP codes are included in Jackson County, Missouri, the primary service area:

64002	64013	64014	64015	64016	64029	64030	64034
64050	64051	64052	64053	64054	64055	64056	64057
64058	64063	64064	64065	64066	64070	64075	64081
64082	64086	64088	64101	64102	64105	64106	64108
64109	64110	64111	64112	64113	64114	64120	64123
64124	64125	64126	64127	64128	64129	64130	64131
64132	64133	64134	64136	64137	64138	64139	64141
64145	64146	64147	64148	64149	64171	64180	64198

Community Health Needs Identified

Secondary data, community input, a Key Informant Survey, an in-person focus group and findings from other community health assessments from across the region were reviewed and analyzed to determine a list of key health opportunities.

University Health Truman Medical Center (UHTMC) and University Health Lakewood Medical Center (UHLMC) conducted a singular focus group meeting in Jackson County, their primary service area. A diverse group of community members were invited to gather key insight and recommendations as required by the CHNA process. A total of 26 individuals attended the in-person focus group meeting on August 30, 2022, at 2 p.m., held at the Kauffman Stadium, Herk Robinson conference room.

This location was convenient, accessible, and comfortable. The forum was scheduled at a time that allowed community partners to attend. Members of the hospital Senior Leadership Staff were on site and set a friendly tone, welcoming all attendees. Quality Works staff facilitated the community forum and provided an agenda to organize the meeting. Quality Works® (QW), is a subsidiary of the Missouri Hospital Association, has expertise in collecting and analyzing data and information relating to community health needs and synthesizing such information for the benefit of hospitals and health care providers. Quality Works was contracted by Truman Medical Center, Incorporated d/b/a University Health to provide technical support services in connection with the development of University Health Truman Medical Center's 2022 Community Health Needs Assessment.

Staff presented the 2019 CHNA findings, community survey results and current secondary data findings derived from the exploreMOhealth platform and the MHA Health Equity Dashboards.

The prioritization criteria used to identify the top issues of focus is detailed in the table below.

Examples of Prioritization Criteria	
Magnitude of the Problem	The health need affects a large number of people within the community.
Severity of the Problem	The health need has serious consequences (morbidity, mortality and/or economic burden) for those affected.
Health Disparities	The health need disproportionately impacts the health status of one or more vulnerable population groups.
Community Assets	The community can make a meaningful contribution to addressing the health need because of its relevant expertise and/or assets as a community, and because of an organization's commitment to addressing the need.
Ability to Leverage	There's opportunity to collaborate with existing partnerships working to address the health need, or to build on current programs and emerging opportunities, etc.

The top four* priority health issues identified in order were:

1. Social Determinants of Health (Poverty and Homelessness)
 2. Mental Health/Behavioral Health/ Substance Abuse and Suicide
 3. Racism and Discriminatory Care
 4. Maternal and Fetal Health*
- *UH added a fourth priority health issue that continues to be a primary focus area for the organization and the community*

These recommendations were presented to University Health’s Executive Leadership Team and approved by the University Health’s board of Directors on October 6, 2022. Figure 1 illustrates the priority health needs.



Figure 1

Development of the Implementation Strategy

This Implementation Strategy was developed by University Health’s staff members in alignment with the primary community health needs identified through the CHNA activity and with the ongoing activity at UH.

Internal stakeholder meetings were held to identify goals and key strategies for each of the priority health areas. Results from the 2019 CHNA and input from focus group participants informed the development of the implementation plan.

Action teams from the priority health areas, and in some cases the specific strategies of each areas, will be identified. The teams will be charged with the development of an action plan for each of the strategies. A key task of each team will be identifying and defining key actions, targets and measures. Benchmarks for indicators are available from the CHNA, *Healthy People 2020* and other local, state and national sources. The resulting action plans will detail tactics and identify:

- Target geographic areas
- Target populations
- Community partners
- Policy levers
- Resources
- Baseline status
- Intended outcomes, detailing indicators
- Evaluation approach

The Community Relations division will provide support to each of the teams and develop a project-tracking tool. Each team will provide quarterly updates on the progress of each of the plans to the **Community Health Consortium Steering Committee**.

Resources to Address Priority Health Needs

Funds and resources necessary to move the implementation forward will be addressed through the University Health initiative approval process and annual budgeting. Depending on the priority area, resources may come from grants, contracts, individual donors, and hospital operating revenue. The Implementation Strategy action plans will align and integrate with the University Health 2025 Strategic Plan.

Priority Health Strategies

University Health is committed to addressing the priority health needs identified in the CHNA through programs, resources, and collaborations. The following presents a high-level overview of the strategies for each of the priority health areas:



Social Determinants of Health

(Poverty and Homelessness)

Priority Health Need: Social Determinants of Health (poverty and homelessness)

Goal: Support citywide initiatives that help to reduce poverty and provide housing for a minimum of 500 families over the next five years.

Strategy:

1. As an anchor institution, provide education, training, access, employment and mentorship to underrepresented individuals living in UH catchment areas in order to improve their economic status.
2. Expand workforce development efforts to support the next generation of health care providers.
3. Sustain and enhance programs to address social determinants of health.
4. Develop new approaches to provide health services and education in schools and specific “hot-spot” geographic area in the community.
5. Provide resources to address food insecurity by leveraging relationships with local partners in order to make healthy and vital foods more accessible.



Mental & Behavioral Health

(Substance Abuse & Suicide)

Priority Health Need: Mental/Behavioral Health and Substance Abuse and Suicide

Goal: Increase availability of mental and behavioral health support efforts to individuals and families across the Kansas City community.

Strategy:

1. Partner with primary care providers to integrate mental health screenings in Well visits in order to build the capacity to better serve individuals with mental health and behavioral health issues.
2. Develop a community wide mental and behavioral health triage system in partnership with community organizations and agencies.
3. Evaluate and improve UH’s inpatient and urgent care mental health services.
4. Partner with schools and other social service agencies to build sustainable systems for increasing access to mental health services.

5. Participate in regional collaborative of mental health providers.
6. Participate in regional suicide prevention efforts.
7. Provide education to partners and community members about mental health in order to help remove the stigma that prevents individuals from seeking help.
8. Expand substance abuse services to further reduce the cycle and provide additional access to treatment.



Racism & Discriminatory Care

Priority Health Need: Racism and Discriminatory Care

Goal: To provide culturally competent care with minimal to no bias regardless of race, ethnicity, social or economic status, gender, physical or mental disability, zip code or residence or age.

Strategy:

1. Provide staff education and training.
2. Address all community health needs and priorities through the lens of Health Equity, Trauma Informed care and Social Determinants of Health.
3. Adoption of evidence-based programs and practices.
4. Use quality relevant REAL data to inform decision.
5. Advocate for, review existing policies, and adjust as needed by implementing strategies that reduce health disparities.

Maternal & Fetal Health



Priority Health Need: Maternal and Fetal Health

Goal: Improve maternal and fetal health outcomes by decreasing the morbidity rate.

Strategy:

1. Provide early detection and treatment of women who present with anemia in order to decrease the number of women who actually present with anemia at delivery to further reduce the chances of morbidity and low birth weight during delivery.
2. Improve the C-section Rate by decreasing it from 26% to 23%.
3. Review the data in order to uncover high areas of morbidity and apply quality initiatives to reduce morbidity and improve health equity outcomes.
4. Increase the number of women who receive early education and provide improved access to care by leveraging an OB navigator.
5. Provide appropriate prenatal care and post contraceptive care to prevent unwanted pregnancies.

Significant Health Needs Not Addressed

No entity can address all the health needs present in a community. University Health is committed to improving the health and healthcare experience for all individuals across the Kansas City region, regardless of one's ability to pay by sharing its skills, expertise, capabilities and knowledge with area healthcare partners and agencies and the community. During the CHNA process, the community and University Health identified four issues (see Figure 1) as important to improving the health of the community. As outlined earlier, University Health will focus on four issues throughout 2022-2025. For the remaining health issues identified, we will provide as much support as possible to the community, and other health care organizations and agencies to meet these needs.

Revisions to the Implementation Strategy

This implementation strategy specifies community health needs that University Health has determined are consistent with its mission. University Health reserves the right to amend the implementation strategy and subsequent action plans as circumstances warrant. For example,

certain needs may become more pronounced and require enhancements to the described strategies. During the three years ending June 30, 2025, other organizations in the community may decide to address certain needs, indicating that University Health should refocus its limited resources to best serve the community.

Additional Information

A full version of the University Health’s Need Assessment may be viewed by navigating to the following web address: <https://www.universityhealthkc.org/about-us/publications/community-health-needs-assessment/>

Future Community Health Needs Assessments will be conducted every three years and strategic priorities will be re-evaluated then. All community benefits reporting will occur annually to meet state and federal reporting requirements.

The Implementation Strategy was approved by the University Health Board of Directors on October 6, 2022