



## Community Health Improvement Plan

Saint Joseph Hospital

2019





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## Executive Summary

Community Health Needs Assessment (CHNA) is a systematic approach to determining the health status, behaviors and needs of residents living in the service area of Saint Joseph Hospital (SJH). *Full report is available on our website*

<https://www.sclhealth.org/locations/saint-joseph-hospital/about/community-benefit/>

Following the needs assessment, hospitals must select health priorities to impact community health through direct and/or collaborative efforts. The Community Health Improvement Plan (CHIP) is the strategic document that outlines the hospitals' plans, actions and anticipated impact on the identified health needs.

### Summary:

- The CHNA was conducted by SJH in collaboration with the Denver Public Health Department (DPH) and the Denver Department of Public Health and Environment (DDPHE)
- The geographic focus area for the CHNA was nine neighborhoods that are part of northeast Denver.
- Seven areas of opportunity were identified in the 2018 CHNA.
- Community members and stakeholders ranked three priorities at the top: Behavioral Health, Economic Instability, and Food Insecurity.
- Community members and internal and external stakeholders ranked the priorities based on the following criteria: impact on community, disparities, capacity to impact, and overall importance to address.
- Saint Joseph Hospital's Community Health Needs Assessment was approved by the SCL Front Range Board of Directors on December 17, 2018

## Letter from our President

In 1873, a small group of Sisters of Charity of Leavenworth opened a thirteen-bed hospital with only a few dollars in their pockets, deep faith in the Providence of God, and a desire to help meet the needs of Denver's growing population. The sisters' pioneering spirit and commitment to serve this community have been part of the foundation of Saint Joseph Hospital for almost 150 years. While the challenges we face today are different from the hardships those early Sisters encountered, our mission remains the same: to reveal and foster God's healing love by improving the health of the people and communities we serve, especially those who are poor or vulnerable.



Our Community Health Needs Assessment, completed in December 2018, indicated that economic stability, food security and mental health represent the greatest opportunities to improve the health of our community. Over the next three years, this implementation plan will guide our efforts to address these identified needs and to do our part to make our community healthier and more vibrant.

We know that we do not do this work alone. Like the Sisters before us, we partner with many others in this important work of health and healing in the heart of Denver. Together, we look forward to the good that is yet to be.

Sincerely,

A handwritten signature in black ink that reads "Jameson Smith". The signature is fluid and cursive, with a large loop at the end of the name.

Jameson Smith  
President, Saint Joseph Hospital

## About Us

Founded in Denver in 1873 by the Sisters of Charity Leavenworth, Saint Joseph Hospital was the first private hospital in Colorado. Today it is recognized as one of the top hospitals in the nation and largest private teaching hospital in Denver. Specializing in a variety of areas including advanced heart care, pregnancy and childbirth, and cancer treatment, Saint Joseph Hospital continues to offer the high-quality, affordable health care that has served Denver for more than 145 years. By working closely with top physicians, Kaiser Permanente and National Jewish Health, the leading respiratory hospital in the nation, Saint Joe's is able to provide some of the best inpatient and outpatient care in Colorado. Saint Joseph Hospital is part of SCL Health.



SCL Health is a faith-based, nonprofit healthcare organization dedicated to improving the health of the people and communities we serve, especially those who are poor and vulnerable. Founded by the Sisters of Charity of Leavenworth in 1864, our \$2.6 billion health network provides comprehensive, coordinated care through eight hospitals, more than 100 physician clinics, and home health, hospice, mental health and safety-net services primarily in Colorado and Montana. We relentlessly focus on delivering safe, high-quality, effective care to every patient, every time, everywhere. In 2017, SCL Health invested \$259 million in community benefit—10 cents of every dollar we earn—to support health improvement in our communities.

## Our Mission

We reveal and foster God's healing love by improving the health of the people and communities we serve, especially those who are poor and vulnerable.

## Our Values

**Caring Spirit** – We honor the sacred dignity of each person.

**Excellence** – We set and surpass high standards.

**Good Humor** – We create joyful and welcoming environments.

**Integrity** – We do the right thing with openness and pride.

**Safety** – We deliver care that seeks to eliminate all harm for patients and associates.

**Stewardship** – We are accountable for the resources entrusted to us.

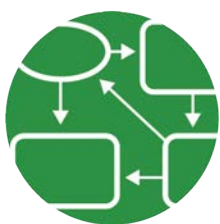
## Community Health Needs Assessment

### Community Health Needs Assessment (CHNA) Methodology and Process

The 2018 Community Health Needs Assessment (CHNA) was conducted by Saint Joseph Hospital (SJH) in collaboration with the Denver Public Health Department (DPH) and the Denver Department of Public Health and Environment (DDPHE) to identify significant community health needs and to inform the development of this Community Health Implementation Plan (CHIP) to address current needs.

For purposes of the report, SJH's community is defined as northeast Denver. This includes the nine Denver neighborhoods immediately north of the hospital campus: City Park, City Park West, Clayton, Cole, Elyria Swansea, Five Points, Northeast Park Hill, Skyland, and Whittier. With a 145-year presence in the same neighborhood of Denver, SJH has long served its Mission in this area and recommitted to the city of Denver with the opening of the new campus in 2014. This commitment, along with recognition that some of the city's greatest disparities in mortality exist in these neighborhoods, led to the decision to define northeast Denver as the service area for the SJH CHNA.

The CHNA process used both quantitative and qualitative data sources to inform findings.



- 1) **Secondary Quantitative Data:** a variety of existing (secondary) data sources were consulted to complement the research quality of the community health needs assessment. Secondary data for Denver county and northeast Denver was obtained from the following sources: Denver Department of Public Health and Environment, Denver Public Health, Colorado Department of Public Health, Colorado Department of Local Affairs, Colorado Access Survey, Colorado Violent Death Reporting System, Denver Public Schools, Denver Youth Assessment, Healthy Kids Colorado, Homeless Point in Time Survey, Institute for Health Metrics and Evaluation, National Survey on Drug Use and Health



- 2) **Primary Qualitative Data:** two, 90-minute Community Input Sessions were convened to further understand the perspective of residents of northeast Denver. Fifty-seven community members were asked questions about the health of northeast Denver and their thoughts about Saint Joseph Hospital's role in helping. All data from the two community input sessions were transcribed verbatim and prepared for analysis. A team of six people (three SJH staff, one intern at the hospital, one partner from the American Heart Association and one partner from the Denver Public Health department) coded the data into themes. To ensure inter-rater reliability, every reviewer coded every statement and the assigned themes were checked for consistency. Only statements that were coded the same way by at least four reviewers were included in the results.

## Key Survey Results

In March 2017 SJH Community Benefit staff met with representatives from DPH and DDPHE to begin the process of identifying existing health needs facing northeast Denver.

Data was reviewed over two sessions with the intent of identifying a preliminary list of the most prominent health issues for a larger group to consider for prioritization. Significant health needs were identified, taking into consideration the size and seriousness of the problem (how it affects individuals, families, and communities). Through this analysis, a list of significant health needs were identified and included:

- Access to Care
- Behavioral Health/Substance Abuse
- Childhood Obesity
- Dental Care
- Economic Instability
- Food Insecurity
- Prevalence of Sexually Transmitted Infections

These findings were presented in May 2017 to the SJH Community Health Outreach and Implementation Council (CHOIC), an interdisciplinary group of hospital providers and external stakeholders, who provided input. Summaries of the data were reviewed and the group used the Colorado Health Assessment and Planning System Prioritization Scoring Tool (figure 1 next page) to rate each health priority considering impact on community, disparities, capacity to impact, and overall importance to address. It was noted that of the significant health needs facing northeast Denver, most were driven by economic instability and the group suggested exploring this topic further. Input from this group resulted in the prioritization highlighted in the chart on the next page.

In August 2017 DPH and DDPHE presented to CHOIC a neighborhood-level profile of the economic conditions in the identified service area. CHOIC recommended that primary data collection should be focused on understanding community perspective as it relates to economic instability in our service area.

Instructions: Rate each issue according to each criteria on a scale of 1 to 3 with 1 = "no" 2 = "somewhat" and 3 = "yes".					
	Significance to Community Health		Capacity to Address the Issue		Priority
	Does the issue impact a large number or high percentage of people in our community?	Do health disparities exist? (Are sub-populations more affected than the public?)	Is a local organization prepared to take the lead on the issue?	Are sufficient resources (funding, staff, and expertise) available or obtainable?	Rate 1-7 in order of importance to address. 1= Least Important 7=Most Important
Behavioral Health/Substance Abuse	2.83	3.0	2.83	2.83	6.16
Economic Instability	2.66	3.0	2.66	2.66	5.16
Access to Care	2.83	2.83	2.83	2.83	4.0
Food Insecurity	2.66	2.83	2.66	2.83	3.83
Dental Care	2.33	3.0	2.33	2.33	3.6
Childhood Obesity	2.66	3.0	2.83	3.0	3.0
STI Prevalence	2.33	2.66	2.33	2.83	2.16

Figure 1 - Colorado Health Assessment and Planning System used by CHOIC members to prioritize health needs.



## Community Stakeholder Involvement

The CHNA process was continuously informed by community stakeholders in the form of an interdisciplinary council made up of internal and external partners and community members representing northeast Denver.

## Publication and Adoption of the CHNA

The CHNA was published on December 7, 2018. In the full CHNA report the entire process and methodology was outlined, as well as the results including the prioritized list of health needs.

## The Community Health Needs Assessment was approved by the Front Range Board of Directors on December 17, 2018

## Community Health Improvement Plan Priorities

The same community stakeholders who advised and informed the CHNA process were involved in crafting the Community Health Implementation Plan. Through a series of meetings in January and February 2019, experts in food systems, health, economics, mental health, substance abuse, and community cohesion were consulted for their perspective on how SJH could make an impact on the community in our chosen priority areas.

## Community Health Improvement Plan

There are five Community health improvement core strategies that support program development. We want to:

- Leverage community benefit investments toward the greatest area of impact to achieve our mission (*alignment with CHNA and vulnerable populations*)
- Utilize intervention strategies that are evidence-based and work to answer the sustainability question during program build
- Encourage innovation pilots that can address “dual” or disparate health needs
- Expand collective impact opportunities by engaging multi-sector partnerships
- Improve community engagement by highlighting community impact stories, increasing digital-based communication and attention to diversity and inclusion initiatives

In addition, whenever possible we want to align measurement objectives with other community improvement efforts locally, regionally, and nationally.

**Priority: Improve Food Security**

**Vision:** Increase availability of healthy food and improve food access for those most in need.

**Goal 1:** Grow healthy food on the hospital campus

**Goal 2:** Work with partners to distribute food in the local community

Current State	Action / Tactics	Partners	Progress Update
<p><i>Demonstrate the prevalence and/or significance of this need</i></p>	<p><i>What steps will we take to impact this need</i></p>	<p><i>Community stakeholders who are essential to improvement efforts</i></p>	<p><i>Key measures of success and milestones</i></p>
<p>Three census tracts in the SJH services area meet the USDA definition of a food desert</p> <p>Approximately 27,000 Denver residents have low income and low access to a full service grocery store, making the purchase of healthy food difficult</p> <p>14% of high school students went hungry sometimes or all the time in the past 30 days as a result of lack of food at home</p> <p>Only 1 in 3 high school students report eating breakfast on all of the past 7 days</p>	<p><b>Goal 1:</b> Grow healthy food on the hospital campus</p> <ol style="list-style-type: none"> <li>Partner with Metro Caring expand offer community gardening space on the hospital campus</li> <li>Collaborate with Denver Urban Gardens and Marion Plaza to offer gardening space specifically for low-income senior residents</li> <li>In partnership with Metro Caring, grow fresh produce year round in 40' Freight Farm located on SJH campus</li> </ol> <p><b>Goal 2:</b> Work with partners to distribute food in the local community</p> <ol style="list-style-type: none"> <li>Use the market at Metro Caring to distribute fresh produce grown in the Freight Farm and community gardens</li> <li>Work with community gardeners to distribute vegetables to other local community members</li> <li>Flash freeze surplus prepared food from SJH Café and donate to Senior Support Services</li> </ol>	<p><b>Goal 1:</b></p> <p>Metro Caring</p> <p>Denver Urban Gardens</p> <p>Marion Plaza</p> <p>Residents of Northeast Denver</p> <p>Growhaus</p> <p><b>Goal 2:</b></p> <p>Metro Caring</p> <p>Senior Support Services</p> <p>Residents of Northeast Denver</p>	<p><b>Goal 1:</b> During the growing season, expand to 25 community gardeners who will tend garden space on the SJH campus</p> <p>Six Marion Plaza residents will grow vegetables and distribute to other residents of Marion Plaza</p> <p>Produce grown in the Freight Farm will provide 20% of what is needed in the Metro Caring market</p> <p><b>Goal 2:</b> Surplus food grown by community gardeners will be made available in the Metro Caring market</p> <p>6000 lbs. of frozen prepared food will be donated to Senior Support Services</p>

Priority aligns with **Healthy People 2020** – improvement guidelines




Priority aligns with **Social Determinants of Health (Health and Health Care)** – *Social determinants of health are conditions in the environments in which people are born, live, learn, work, play, worship and age that affect a wide range of health, functioning, and quality of life outcomes and risks. ~CDC*

**Priority: Enhance Behavioral Health**

**Vision:** Build community resilience across the life span

**Goal 1:** Improve access to mental health resources

Current State	Action / Tactics	Partners	Progress Update
<p><i>Demonstrate the prevalence and/or significance of this need</i></p>	<p><i>What steps will we take to impact this need</i></p>	<p><i>Community stakeholders who are essential to improvement efforts</i></p>	<p><i>Key measures of success and milestones</i></p>
<p>In 2016, 15% of Denver adults reported that their mental health was not good for at least 8 of the last 30 days Among a sample of adults seeking healthcare in 2017, 11% had a depression diagnosis Almost 1 in 3 high school students reported feeling so sad for at least 2 weeks in a row that they stopped engaging in normal activities In 2017, 10% of Denver County residents over 5 years of age indicated that they did not get needed mental healthcare or counseling services due to cost, access barriers, and stigma 14% - 23% of Denver women experience pregnancy-related depression</p>	<p><b>Goal 1:</b> Improve access to mental health resources 1. Collaborate with Rocky Mountain Crisis Partners to offer supportive follow-up services to anyone discharging from the hospital who is experiencing suicidal ideation 2. Offer Aging Mastery Program sessions in the community 3. Conduct Mental Health First Aid Training in the community 4. Screen all expectant and new mothers receiving care in SJH charity care clinics for perinatal/postpartum depression. Offer clinical services to all mothers screening positive 5. Explore ways to work with Denver Public Health to provide support for youth mental health efforts</p>	<p>Rocky Mountain Crisis Partners (RMCP) Mental Health First Aid Colorado National Council on Aging Bruner Family Medicine Seton Women's Care Certified Nurse Midwifery Clinic Denver Public Health</p>	<p>Increase referrals to RMCP program by 15% from 75 per year to 86 per year Offer two Aging Mastery Program cohorts in 2019 Offer three Mental Health First Aid classes in the community in 2019 Screen for perinatal/postpartum depression in 100% of mothers receiving care at SJH charity care clinics</p>
<p>Priority aligns with <b>Healthy People 2020</b> – improvement guidelines </p> <p>Priority aligns with <b>Social Determinants of Health (Health and Health Care)</b> – <i>Social determinants of health are conditions in the environments in which people are born, live, learn, work, play, worship and age that affect a wide range of health, functioning, and quality of life outcomes and risks. ~CDC</i></p>			

**Priority: Increase Economic Stability**

**Vision:** Influence the conditions that support economic stability in the Saint Joseph Hospital Service Area.

**Goal 1:** Create health care career pathways

**Goal 2:** Engage in local procurement

Current State	Action / Tactics	Partners	Progress Update
<p><i>Demonstrate the prevalence and/or significance of this need</i></p>	<p><i>What steps will we take to impact this need</i></p>	<p><i>Community stakeholders who are essential to improvement efforts</i></p>	<p><i>Key measures of success and milestones</i></p>
<p>16% of Denver residents live below the federal poverty level</p> <p>Almost 40% of Denver residents are cost-burdened (Housing exceeds 30% of income)</p> <p>The on-time high school graduation rate in Denver is 60%</p> <p>Economic Data for the specific neighborhoods in the SJH service area can be found here:</p> <p><a href="https://urldefense.proofpoint.com/v2/url?u=http-3A-dhha.maps.arcgis.com_apps_MapSeries_index.html-3Fappid-3Dc7ca96c41cf54f62a825c639fec07d2c&amp;d=DwMFAg&amp;c=3XK8O7YER0cC6JKE6ep0w&amp;r=SYVLXuKcN9ma-bJkmQisF2Hfr2xO8R9RZHXSzxe3G38&amp;m=Mxh6OfFGr_8_EH1Ym6ldvcNpcGnE-8ktJby3QjWtnmc&amp;s=sxfA01SqQzrawuE0ePr2ubuHaKaAYoRBB-XYw4Psq4E&amp;e=">https://urldefense.proofpoint.com/v2/url?u=http-3A-dhha.maps.arcgis.com_apps_MapSeries_index.html-3Fappid-3Dc7ca96c41cf54f62a825c639fec07d2c&amp;d=DwMFAg&amp;c=3XK8O7YER0cC6JKE6ep0w&amp;r=SYVLXuKcN9ma-bJkmQisF2Hfr2xO8R9RZHXSzxe3G38&amp;m=Mxh6OfFGr_8_EH1Ym6ldvcNpcGnE-8ktJby3QjWtnmc&amp;s=sxfA01SqQzrawuE0ePr2ubuHaKaAYoRBB-XYw4Psq4E&amp;e=</a></p>	<p><b>Goal 1:</b> Create employment pathways</p> <ol style="list-style-type: none"> <li>1. Host 12 high school student interns in the SJH Emergency Department in 2019-2020</li> <li>2. Host four Arrupe Jesuit High School student interns through the 2019-2020 school year</li> <li>3. SJH Associates will mentor 12 students attending Manual High School</li> <li>4. Make internal CNA training program available to six community members who are not currently employed at SCL Health</li> </ol> <p><b>Goal 2:</b> Establish a local procurement effort</p> <ol style="list-style-type: none"> <li>1. Begin hiring local, neighborhood-based caterers for externally catered events</li> <li>2. Develop process for purchasing locally grown produce</li> <li>3. Purchase 10% of SJH Café produce from local farmers</li> </ol>	<p>Denver Public Schools</p> <p>Career Connect</p> <p>DPS – Career Coach</p> <p>Arrupe Jesuit High School</p> <p>Denver Foundation</p> <p>East5ide Unified</p> <p>Go Farms</p> <p>Grow Haus</p> <p>Sodexo</p> <p>Denver Anchor Mission Network</p>	<p>Students engaged in internships and mentoring will indicate an increased likelihood of attending post-high school career training</p> <p>Students will indicate having more certainty about their future career path</p> <p>50% of those completing CNA training will seek employment at SJH</p> <p>More SJH dollars will stay in the local economy to the benefit of local community members</p>

Priority aligns with **Social Determinants of Health** ([Health and Health Care](#)) – *Social determinants of health are conditions in the environments in which people are born, live, learn, work, play, worship and age that affect a wide range of health, functioning, and quality of life outcomes and risks. ~CDC*

## Other Significant Needs Not Prioritized

The Saint Joseph Hospital CHIP will only address the priority areas previously listed in order to maximize resources, expertise and time to achieve successful impact. The chart below reflects other needs (not prioritized) that are being addressed directly by numerous partners throughout the community, and in some cases, with collaborative support from Saint Joseph Hospital.

Areas of Opportunity	
<b>Access to Care</b>	Blood pressure and stroke risk screening, Caritas Clinic monthly “Ask a Doc” at Senior Support Services, partnerships with Inner City Health Center, Clinica Tepyac, East5ide Unified, Center for African American Health, Walk with a Doc
<b>Childhood Obesity</b>	Weight and nutrition screening in charity care clinics, partnership with Metro Caring, Denver Public Health, Denver Public Schools, Walk to Connect, East5die Unified
<b>Dental Care</b>	Financial support of Inner City Health Center, Delta Dental, Caring for Colorado Foundation
<b>Heart Disease &amp; Stroke</b>	SJH Chest Pain and Stroke Program, Financial and in-kind support for American Heart Association, Silver Sneakers
<b>Sexually Transmitted Infection Prevalence</b>	Partnership with Denver Health and Denver Public Health

## Continuing the Work

The CHIP is a living document that provides community health improvement direction for Saint Joseph Hospital, its partners, community organizations and residents of northeast Denver. As such, the SJH CHIP is a work in progress and will be updated and amended on an annual basis as new programs, partnerships, and collaborations develop. The progress of our work will be evaluated on an on-going basis, not simply at the three-year mark. Strategies and actions that do not yield the intended outcomes will be revised and re-implemented.

## Contact:

Chuck Ault  
Regional Director, Community Health Improvement  
1375 E. 19<sup>th</sup> Ave  
Denver, CO 80218  
[Chuck.ault@sclhealth.org](mailto:Chuck.ault@sclhealth.org)  
303-812-4897

## Community Partners

Sincere thanks and appreciation to our community partners and the residents of northeast Denver:

Abbie Steiner

Be Heard Mile High

Civic Canopy

Community Health Outreach and Implementation Council

Denver Department of Public Health and Environment

Denver Public Health Department

Denver Public Schools

Dr. Huy Ly

East5ide Unified

Emily Cohen

Emily McCormick

Inner City Health Center

Jamie Smith

Kaiser Permanente

Lannea Hand

Metro Caring

Senior Support Services

Sister Jennifer Gordon

Tristan Sanders