



COMMUNITY HEALTH IMPROVEMENT PLAN

FOR

NORTHERN KENTUCKY

2016-2020

Published: May 2016





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EXECUTIVE SUMMARY

Every five years, the Northern Kentucky Health Department engages the community in a health assessment and planning process for the purpose of improving health for everyone in Northern Kentucky.

This document, the Community Health Improvement Plan for Northern Kentucky, has been created to address the priority issues identified in the Community Health Assessment for Northern Kentucky 2016 in order to impact the priority health outcomes of obesity, heart disease and substance use disorders. Goals, objectives and strategies for each of the priority health issues are outlined in this document. The purpose of the plan is to describe how community partners will collectively and collaboratively work together to improve the health of Northern Kentucky.

The following priority health issues are addressed in this plan in order to impact the priority health outcomes of obesity, heart disease and substance use disorders:

- Healthy Behaviors
- Health Care Capacity, Access and Delivery
- Changes in Policies, Systems and the Environment

PRIORITY HEALTH ISSUE

Healthy Behaviors

- Good Nutrition
- Active Living
- Tobacco-Free Living

PRIORITY HEALTH ISSUE

Health Care Capacity, Access and Delivery

- Health Care Coverage
- Medical Homes
- Heart Care
- Behavioral Health

PRIORITY HEALTH ISSUE

Changes in Policies, Systems & the Environment

- Health Workforce Transformation
- Aligned Advocacy Agendas

PRIORITY HEALTH OUTCOMES

IMPACT

- Obesity
- Heart Disease
- Substance Use Disorders



MAPPING OUR WAY TO HEALTH IN NORTHERN KENTUCKY

Mobilizing for **A**ction through **P**lanning and **P**artnerships (MAPP) is a tool, developed by the National Association of County and City Health Officials, to help communities identify and prioritize public health issues and apply resources to address them. MAPP provides a strategic approach to address and plan for the improvement of both health and quality of life in a community. Utilizing community-wide strategic planning, MAPP seeks community engagement and collaborative participation in data collection, analysis, planning and implementation/evaluation. The ultimate goal is to achieve optimal health in the community by identifying and using resources wisely, taking into account unique circumstances and needs, and forming effective partnerships for collaborative, strategic action.

The MAPP process has six phases:

1. Organize for Success

2. Visioning

3. Four Assessments

4. Strategic Issues

5. Goals and Objectives

6. Action Cycle



The Community Health Assessment for Northern Kentucky covers the first four phases of this process.

This Community Health Improvement Plan addresses the last two phases of the MAPP process:

Goals and Objectives and the **Action Cycle**.

THE COLLABORATIVE PROCESS

Traditionally, the Northern Kentucky Health Department facilitated the entire community health assessment and improvement process in a linear fashion; however, at the onset of the most recent process, it was recognized that multiple community partners were engaging in similar assessments and action planning. A decision was made to harness the potential for synergy among these initiatives and achieve strategic alignment in health assessment and planning. This collaborative process is designed to provide the greatest likelihood of improving health in Northern Kentucky.

As described in the [Community Health Assessment](#), the Northern Kentucky Health Steering Committee was formed to guide the collaborative process. Leadership of the steering committee consists of the Northern Kentucky Chamber of Commerce, Northern Kentucky Health Department, Northern Kentucky University, St. Elizabeth Healthcare, Skyward and United Way of Greater Cincinnati.

The Northern Kentucky Health Steering Committee first reached consensus on a vision for a healthy Northern Kentucky of *“Thriving people living healthy lifestyles in a vibrant community.”*

This vision reflects the belief that health is a component of being able to thrive and that there is an integral connection between healthy behaviors, a culture of health and vibrancy of the community.

Thriving people living healthy lifestyles in a vibrant community.



LINKING WITH UNITED WAY'S BOLD GOALS:

The steering committee also agreed that the [United Way's Bold Goals](#) for health, education and income are equally important and dependent upon each other for creating a vibrant community. The following Bold Goals were adopted by the steering committee as overarching goals and a foundation for improving health in Northern Kentucky:

By 2020, **95%** of the community will report having a usual place to go for medical care.

By 2020, **70%** of the community will report having excellent or very good health.

For Northern Kentucky, Skyward has set a specific goal of moving an additional 20,000 adults (or an additional 9%) into excellent or very good health status.

THE COLLABORATIVE PROCESS

Both qualitative information and quantitative data from the Community Health Assessment were provided and shared among steering committee organizations and other community participants as they identified goals and strategies in their respective improvement planning phase. While each organization facilitated its assessment, steering committee members supported each other's efforts by actively participating in not only the other members' assessments, but also in the identification of goals and strategies for improving health and addressing health inequities and disparities (Appendix B). This collaborative process facilitated synergy and strategic alignment of the efforts. This document is a coordinated effort which pulls components that specifically deal with health in Northern Kentucky into one Community Health Improvement Plan.

FURTHER COLLABORATION

While the steering committee took the lead in facilitating a health improvement process in Northern Kentucky, members agreed it will take the whole community infrastructure to implement and support the identified goals and strategies to improve health, education and income in Northern Kentucky. A full list of community assets and resources can be found in Appendix C.

The focus of this plan is health; however, the steering committee recognizes that there are other community partners working to improve the vibrancy of Northern Kentucky through initiatives targeted at education and income. Where connectivity exists, the organizations of the steering committee will support and collaborate with these partners.



GOALS, OBJECTIVES AND STRATEGIES

With the priority health issues established, the goals, objectives and strategies to effectively address them have been outlined in this section. Furthermore, they reflect the use of data, policy change, advocacy and communications to address health equity in Northern Kentucky—all guiding principles in this plan to improve health. Although there are lead agencies identified for each strategy, implementation efforts may involve collaborative efforts among several agencies.

OUR VISION: Thriving people living healthy lifestyles in a vibrant community.

OVERARCHING GOALS

By 2020, **95%** of the community will report having a usual place to go for medical care.

By 2020, **70%** of the community will report having excellent or very good health.

SUMMARY OF PRIORITY HEALTH GOALS

Priority Health Issue: Healthy Behaviors

GOAL 1: People in Northern Kentucky will make healthier food and drink choices.

GOAL 2: More people in Northern Kentucky will engage in daily physical activity.

GOAL 3: Fewer people in Northern Kentucky will use tobacco products.

Priority Health Issue: Health Care Capacity, Access & Delivery

GOAL 4: All eligible people in Northern Kentucky will have health care coverage.

GOAL 5: All people in Northern Kentucky will have a usual, appropriate place to obtain medical care.

GOAL 6: More people in Northern Kentucky will have healthy hearts.

GOAL 7: More people in Northern Kentucky will be mentally healthy.

GOAL 8: Fewer people in Northern Kentucky will suffer from substance use disorders.

Priority Health Issue: Changes In Policies, Systems & The Environment

GOAL 9: Northern Kentucky will increase its capacity of the health workforce to use data and best practices to drive improvements in the population's health.

GOAL 10: Northern Kentucky leaders will speak to policymakers with a shared voice on priority health issues.

GUIDING PRINCIPLES

Health Equity - All health issues and actions should be guided by the principle that everyone deserves a fair chance to lead a healthy life and no one should be denied this chance because of who he/she is or his/her socioeconomic opportunities.

Data focused - All health issues and actions should be guided by the appropriate use of health data, including community assessments, identifying priorities and evaluation of actions. Actions should be based on health research and established best practices.

Communication - All health issues and actions should be guided by clearly conveying information in ways that are readily received and understood by everyone in the community.

Advocacy - All health issues and actions should be guided by advocacy for strengthened infrastructure and changes in policy that improve health and safety where we live, work, learn and play.

PRIORITY ISSUE: HEALTHY BEHAVIORS

Good Nutrition

Goal 1: People in Northern Kentucky will make healthier food and drink choices.

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| Objectives: | <p>1.1 By 2020, increase the percentage of adults who meet the daily intake recommendations for fruits <u>and</u> vegetables to 25%. <i>(Reporting agency: Northern Kentucky Health Department)</i></p> <p>1.2 By 2020, increase the percentage of adults who meet the daily intake recommendations for either fruits <u>or</u> vegetables to 60%. <i>(Reporting agency: Northern Kentucky Health Department)</i></p> <p>1.3 By 2020, decrease the percentage of adults drinking sugar-sweetened beverages more than one time per day to 20%. <i>(Reporting agency: Northern Kentucky Health Department)</i></p> <p>1.4 By 2020, decrease the percentage of youth drinking one or more soft drinks per day to 25%. <i>(Reporting agency: Northern Kentucky Health Department)</i></p> |
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| Strategies: | <p>a. Implement <u>LiveWell NKY</u> program. <i>(Lead agency: Skyward)</i></p> <p>b. Participate in the Greater Cincinnati Food Policy Council and local food policy councils. <i>(Lead agency: Northern Kentucky Health Department)</i></p> <p>c. Provide technical assistance to schools to develop nutrition policies on healthier food and drink choices served or available at schools and events. <i>(Lead agency: Northern Kentucky Health Department)</i></p> <p>d. Provide technical assistance to community groups to promote healthier food and drink choices with target populations. <i>(Lead agency: Northern Kentucky Health Department)</i></p> <p>e. Implement the healthy behaviors strategies of Gen-H, where applicable. <i>(Lead agencies: Northern Kentucky Health Department, Skyward)</i></p> |
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Active Living

Goal 2: More people in Northern Kentucky will engage in daily physical activity.

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| Objectives: | <p>2.1 By 2020, increase the percentage of adults getting 150 minutes of aerobic activity per week to 60%. <i>(Reporting agency: Northern Kentucky Health Department)</i></p> <p>2.2 By 2020, increase the percentage of children who participated in 60 minutes of daily physical activity in the past 7 days that made them breathe hard to 40%. <i>(Reporting agency: Northern Kentucky Health Department)</i></p> |
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| Strategies: | <p>a. Implement <u>LiveWell NKY</u> program. <i>(Lead agency: Skyward)</i></p> <p>b. Promote the development of walkable and active communities by advocating for complete streets policies at the local level. <i>(Lead agencies: Northern Kentucky Health Department, St. Elizabeth Healthcare)</i></p> <p>c. Implement the healthy behaviors strategies of Gen-H, where applicable. <i>(Lead agencies: Northern Kentucky Health Department, Skyward)</i></p> |
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PRIORITY ISSUE: HEALTHY BEHAVIORS

Tobacco-free Living

Goal 3: Fewer people in Northern Kentucky will use tobacco products.

Objectives:	<p>3.1 By 2020, reduce adult smoking rate to 20%. <i>(Reporting agency: Northern Kentucky Health Department)</i></p> <p>3.2 By 2020, reduce youth tobacco use to 20% (including current cigarette use, current smokeless tobacco use or current cigar use). <i>(Reporting agency: Northern Kentucky Health Department)</i></p>
Strategies:	<p>a. Implement tobacco-free policies. <i>(Lead agency: Northern Kentucky Health Department)</i></p> <p>b. Implement evidence-based smoking cessation strategies. <i>(Lead agency: Northern Kentucky Health Department)</i></p> <p>c. Implement education and media campaigns to promote a reduction of tobacco use and secondhand smoke exposure. <i>(Lead agency: Northern Kentucky Health Department)</i></p> <p>d. Implement strategies to reduce tobacco use and secondhand smoke exposure among target populations. <i>(Lead agency: Northern Kentucky Health Department)</i></p>

PRIORITY ISSUE: HEALTH CARE CAPACITY, ACCESS AND DELIVERY

Health Care Coverage

Goal 4: All eligible uninsured people in Northern Kentucky will have health care coverage.

Objective:	<p>4.1 By 2020, 90% of eligible uninsured people will be enrolled in Medicaid or private insurance. <i>(Reporting agency: Northern Kentucky Health Department)</i></p>
Strategies:	<p>a. Provide the uninsured with assistance in enrolling in health care coverage. <i>(Lead agencies: St. Elizabeth Healthcare, Northern Kentucky Health Department)</i></p>

PRIORITY ISSUE: HEALTH CARE CAPACITY, ACCESS AND DELIVERY

Medical Homes

Goal 5: All people in Northern Kentucky will have a usual and appropriate place to obtain medical care.

Objective: 5.1 By 2020, increase by 10 percentage points the number of adults who identify having a usual source for primary care services in the past year. *(Reporting agency: Northern Kentucky Health Department)*

Strategies: a. Develop and pilot a super-utilizer project to connect people to appropriate sources of care and reduce the costs related to inappropriate emergency department use. *(Lead agency: St. Elizabeth Healthcare)*

Heart Care

Goal 6: More people in Northern Kentucky will have healthy hearts.

Objective: 6.1 By the end of 2025, reduce heart-related deaths in Northern Kentucky by 25%. *(Reporting agency: St. Elizabeth Healthcare)*

Strategies:

- a. Establish a Heart and Vascular Institute in Northern Kentucky. *(Lead agency: St. Elizabeth Healthcare)*
- b. Provide prevention and wellness services to the community with the goal of preventing and/or diagnosing heart and vascular disease early. *(Lead agency: St. Elizabeth Healthcare)*
- c. Work collaboratively with physicians, community stakeholders and industry to identify new treatments and technology through initiation of research activities. *(Lead agency: St. Elizabeth Healthcare)*
- d. Support ongoing research for the community. *(Lead agency: St. Elizabeth Healthcare)*
- e. Implement strategies identified by St. Elizabeth Physicians. *(Lead agency: St. Elizabeth Healthcare)*
- f. Improve information received from EMS prior to arrival at the hospital. *(Lead agency: St. Elizabeth Healthcare)*
- g. Increase community education on heart attack symptoms, the importance of timely response to symptoms and the importance of calling 911. *(Lead agency: St. Elizabeth Healthcare)*
- h. Develop a health equity report for Northern Kentucky that includes data on rates and distribution of heart and vascular diseases and contributing factors in our region. *(Lead agency: Northern Kentucky Health Department)*

PRIORITY ISSUE: HEALTH CARE CAPACITY, ACCESS AND DELIVERY

Behavioral Health - Mental Health Services

Goal 7: More people in Northern Kentucky will be mentally healthy.

Objectives:

- 7.1 By 2018, treatment capacity for both inpatient and outpatient mental health and addiction services for adults will increase in Northern Kentucky by 50%. *(Reporting agency: St. Elizabeth Healthcare)*
- 7.2 By 2018, treatment capacity for both inpatient and outpatient mental health and addiction services for children/adolescents will increase in Northern Kentucky by 100%. *(Reporting agency: St. Elizabeth Healthcare)*

Strategies:

- a. Collaborate with community partners to develop programs/services to educate, treat, prevent and assist residents of Northern Kentucky with mental health issues. *(Lead agency: St. Elizabeth Healthcare)*
- b. Develop comprehensive behavioral health care services based on proven best practice models. *(Lead agency: St. Elizabeth Healthcare)*
- c. Add five to seven new mental health providers. *(Lead agency: St. Elizabeth Healthcare)*
- d. Develop a child/teen program for mental health. *(Lead agency: St. Elizabeth Healthcare)*
- e. Integrate behavioral health services within primary care physicians' offices. *(Lead agency: St. Elizabeth Healthcare)*
- f. Improve coordination with community partners, such as social services, schools and county officials to extend the continuum of care. *(Lead agency: St. Elizabeth Healthcare)*
- g. Educate the community about mental health issues and resources available. *(Lead agency: St. Elizabeth Healthcare)*
- h. Develop a health equity report for Northern Kentucky that includes data on rates and distribution of mental health issues in our region. *(Lead agency: Northern Kentucky Health Department)*



PRIORITY ISSUE: HEALTH CARE CAPACITY, ACCESS AND DELIVERY

Behavioral Health - Treatment for Substance Use Disorders

Goal 8: More people with substance use disorders will receive appropriate treatment.

Objectives:

- 8.1 By 2018, treatment capacity for both inpatient and outpatient mental health and addiction services for adults will increase in Northern Kentucky by 50%. *(Reporting agency: St. Elizabeth Healthcare)*
- 8.2 By 2018, treatment capacity for both inpatient and outpatient mental health and addiction services for children/adolescents will increase in Northern Kentucky by 100%. *(Reporting agency: St. Elizabeth Healthcare)*
- 8.3 By 2020, the number of deaths due to substance use disorders in Northern Kentucky will be stabilized. *(Reporting agency: Northern Kentucky Health Department)*

Strategies:

- a. Implement Northern Kentucky Heroin Impact Response Task Force plan strategies for prevention, treatment and recovery. *(Lead agency: Northern Kentucky Health Department — Coordinator for Northern Kentucky Heroin Impact Response Task Force)*
- b. Launch a communications campaign that engages the community to humanize the issue of substance use disorders, educate about prevention and early intervention, and link people to treatment and recovery services. *(Lead agencies: Northern Kentucky Health Department, Northern Kentucky Heroin Impact Response Task Force, Northern Kentucky Office of Drug Control Policy)*
- c. Increase access to substance abuse treatment services, including medication-assisted treatment, for opioid addiction. *(Lead agency: St. Elizabeth Healthcare)*
- d. Expand access to and training for administering naloxone to reduce opioid overdose deaths. *(Lead agency: St. Elizabeth Healthcare)*
- e. Work collaboratively with community partners in the continuity of care and wraparound services. *(Lead agency: St. Elizabeth Healthcare)*
- f. Recruit additional addictionologists. *(Lead agency: St. Elizabeth Healthcare)*
- g. Develop support services for addicted mothers and babies born with neonatal abstinence syndrome. *(Lead agency: St. Elizabeth Healthcare)*

PRIORITY ISSUE: CHANGES IN POLICIES, SYSTEMS AND THE ENVIRONMENT

Health Workforce Transformation

Goal 9: Northern Kentucky will increase the capacity of its health workforce to use data and best practices to drive improvements in the population's health.

Objective: 9.1 By 2020, Northern Kentucky will establish the infrastructure and resources that provide health professionals access to training, as well as timely local data that can be used to improve the population's health as evidenced by accomplishing identified strategies. *(Reporting agencies: Northern Kentucky University, Northern Kentucky Health Department)*

Strategies:

- a. Invest in and support educational training and applied research programs through the NKU Health Innovation Center designed to improve population health. *(Lead agency: Northern Kentucky University)*
- b. Establish a health information repository/regional data warehouse that ensures access to local data for community partners. *(Lead agency: Northern Kentucky Health Department)*
- c. Develop a health equity report for Northern Kentucky that includes data on rates and distribution of diseases and contributing factors in our region. *(Lead agency: Northern Kentucky Health Department)*
- d. Conduct health impact assessments to inform policymakers about the health effects of key policy decisions. *(Lead agency: Northern Kentucky Health Department)*

Aligned Advocacy Agendas

Goal 10: Northern Kentucky leaders will speak to policymakers with a shared voice on priority health issues.

Objective: 10.1 Annually by July, the Northern Kentucky Health Steering Committee will develop/update a multi-partner advocacy agenda based on shared priorities around health. *(Reporting agency: Northern Kentucky Health Steering Committee)*

Strategies:

- a. Participate in joint advocacy agenda development and implementation activities. *(Lead agency: Northern Kentucky Health Steering Committee)*
- b. Develop and implement a mechanism to track contacts and measure the impact of advocacy efforts. *(Lead agency: Northern Kentucky Health Steering Committee)*

PRIORITY HEALTH OUTCOMES

The goals, objectives and strategies in this plan work toward improvements in the following priority health outcomes. The table below shows connectivity of the Community Health Improvement Plan for Northern Kentucky 2016-2020 to national ([Healthy People 2020](#)) and state ([Healthy Kentuckians 2020](#)) health priorities.

Obesity	<p>Healthy People 2020 target: 30.5% of adults who are obese (BMI>30)</p> <p>Healthy People 2020 target: 14.5% of children and adolescents aged 2 to 19 years who are considered obese</p> <p>Healthy Kentuckians 2020 target: <i>No overall obesity goal for adults or children/adolescents</i></p>
Heart Disease	<p>Healthy People 2020 target: 103.4 coronary heart disease deaths per 100,000 population</p> <p>Healthy Kentuckians 2020 target: Reduce coronary heart disease deaths to 116.6 per 100,000</p>
Substance Use Disorders	<p>Healthy People 2020 target: 11.3 drug-induced deaths per 100,000 population</p> <p>Healthy Kentuckians 2020 target: Reduce deaths caused by drug overdose to no more than 15.62 per 100,000</p>

The collaborative process and resultant Community Health Improvement Plan connect and support the [National Prevention Strategy](#) priorities of Tobacco Free Living, Preventing Drug Abuse, Healthy Eating, Active Living, and Mental and Emotional Well-Being, as well as the four Strategic Directions.



NEXT STEPS

The establishment of joint goals, objectives and strategies is just the beginning of an implementation phase. An action plan, complete with steps to implement the strategies, time frames, the agencies responsible for overseeing them, and partners involved in the implementation will all be included. Continuous monitoring, evaluation and reporting are critical to ensure that stated objectives are achieving intended results. In some cases, re-evaluation or adjustment of goals, objectives or strategies may be necessary.

While **Northern Kentucky University** will be addressing increased workforce for population health through its Health Innovation Center, the university will also be the key player in developing an evaluation plan. The evaluation plan will include three elements.

1**Process evaluation**

Progress on the implementation of the action plan will be tracked and evaluated.

2**Outcome evaluation**

Data collection and analyses will be used to determine the effectiveness of community interventions and suggest possible improvements or revisions.

3**Reporting to the community**

A process will be developed to keep community partners and the general public informed on progress based on outcome and process measures.

APPENDIX A

ASSESSMENT DOCUMENTS

Northern Kentucky Community Health Assessment:

1. Community Health Status Assessments:
 - a. Collective Impact on Health (Community Health Needs Assessment)
 - b. St. Elizabeth Healthcare (Community Health Needs Assessment) - Edgewood; Florence; Ft. Thomas; Grant County
 - c. Northern Kentucky Health Department Data Report
2. Local Public Health System Assessment
3. myNKY (Community Themes and Strengths Assessment)
4. Forces of Change Assessment

Assessment	Methods	Date Data Collected	Responsible Party	Data Sources	Links to Detailed Reports
Collective Impact on Health (Community Health Needs Assessment)	Interviews, community focus groups, online and paper surveys, research of secondary data sources, ReThink Health (multi-variable predictive modeling tool)	September 2014 through March 2015	United Way/The Health Collaborative	<p>Primary sources: public health officials, members of the community.</p> <p>Secondary sources: County Health Rankings and other numerous sources — see pp. 25-27 in the 2016 CHNA.</p>	2016 CHNA
St. Elizabeth Healthcare (Community Health Needs Assessment)	Online survey, phone calls, one-on-one meetings, presentations, research of secondary data sources.	February-July 2015	St. Elizabeth Healthcare	<p>Primary sources: Persons representing the broad interests of the community, including those with expertise in public health: health departments, local governments/civic agencies, healthcare providers, community based social service agencies and area school districts.</p> <p>Secondary sources: US Census Bureau, Kentucky Health Facts, County Health Rankings, America's Health Rankings</p>	Edgewood, Florence, Ft. Thomas, Grant County

APPENDIX A

ASSESSMENT DOCUMENTS

Assessment	Methods	Date Data Collected	Responsible Party	Data Sources	Links to Detailed Reports
Northern Kentucky Health Data Report	Research of secondary data; primary data from Northern Kentucky Health Department Epidemiology.	January 2015-February 2016	Northern Kentucky Health Department	Secondary Sources: US Census, Office of Vital Statistics, KY Health Facts, County Health Rankings, Greater Cincinnati Community Health Status Survey, KY Division of Water, US EPA, Kentucky Cancer Registry, Healthy People 2020, Northern Kentucky Health Department Epidemiology reports.	<u>Northern Kentucky Health Department Data Report</u>
Local Public Health System Assessment	Primary data from community meetings using the CDC's National Public Health Performance Standards Program.	November 2014-February 2015	Northern Kentucky Health Department	Primary Sources: Broad community representation including: social service agencies, education, planning and zoning, federally qualified health center, local government, civic agencies, water and sanitation districts, emergency preparation, healthcare, county solid waste, health insurance companies, mental health agency, foundations, etc. (see Appendix E).	<u>Local Public Health System</u>
myNKY (Community themes and strengths assessment)	Primary data from an online interactive game, challenge questions and several polls that produced more than 15,000 community-generated ideas.	January to June 2014	Skyward	Primary Sources: Residents who participated in myNKY's interactive, online game, challenge questions and polls.	<u>Community Themes and Strengths</u>
Forces of Change Assessment	Primary data from community forums, presentations and documents, annual economic indicators report	July-December 2014	Northern Kentucky Chamber of Commerce	Primary Sources: Business and government leaders.	<u>Forces of Change</u>

APPENDIX B

STRATEGIES ADDRESSING HEALTH DISPARITIES IN NORTHERN KENTUCKY

In the summer of 2013, Northern Kentucky Health Department performed a diversity assessment of Northern Kentucky. A summary of the report can be found in Appendix B of the Community Health Assessment. The resulting recommendations from the report were carefully considered when developing the community health improvement plan objectives and strategies.

Outlined below are the recommendations and the associated guiding principles and strategies that address cultural diversity in this report.

Northern Kentucky Diversity Assessment Recommendations:

Improve data collection methods to be more comprehensive than the current system

- *Guiding Principle:* Data-focused
- *Objective 9.1, Strategy b:* Establish a health information repository/regional data warehouse that ensures access to local data for community partners.

Find ways to better collaborate with other agencies in the community so efforts can be maximized

- *Guiding Principle:* Advocacy
- *Objective 7.1, Strategy f:* Improve coordination with community partners, such as social services, schools and county officials to extend the continuum of care.
- *Objective 10.1, Strategy a:* Participate in joint advocacy agenda development and implementation activities.

Improve care through community outreach and education

- *Guiding Principle:* Communication
- *Objective 4.1, Strategy a:* Provide the uninsured with assistance in enrolling in health care coverage.
- *Objective 5.1, Strategy a:* Develop and pilot a super-utilizer project to connect people to appropriate sources of care and reduce the costs related to inappropriate emergency department use.

Expand beyond the scope of this project

- *Guiding Principle:* Health Equity
- *Multiple objectives/strategies:* Develop a health equity report for Northern Kentucky that includes data on health inequities and disparities for the population health in our region.

For more information, or a complete copy of the Northern Kentucky Diversity Assessment, please contact the Northern Kentucky Health Department at **859.341.4264**.

APPENDIX C

NORTHERN KENTUCKY ASSETS AND RESOURCES

The following is a list of local and regional community assets and resources that could be approached to work on this Community Health Improvement Plan and advance the health of the Northern Kentucky community.

Healthy Behaviors

Goal 1: Good Nutrition	Child care centers Cities Community/neighborhood associations County cooperation extension centers Farmers' markets	Health centers/physicians' offices Healthy food retail sites Local/regional food policy councils Northern Kentucky Health Department Parks and recreation centers	Schools St. Elizabeth Healthcare Worksites
Goal 2: Active Living	Aquatics centers/public pools Area planning and zoning Child care centers Community/neighborhood associations and groups	Economic development agencies Fitness centers Northern Kentucky Health Department Parks and recreation centers Schools	St. Elizabeth Healthcare Worksites
Goal 3: Tobacco-free living	Community/neighborhood associations and groups Health centers/physicians' offices Media outlets Northern Kentucky Health Department	Tobacco-Free Northern Kentucky coalition Obstetrics/Gynecology professionals Public housing agencies and their residents Schools St. Elizabeth Healthcare	Worksites

Health Care Capacity, Access and Delivery

Goal 4: Health Care Coverage	Northern Kentucky Community Action Commission Northern Kentucky Health Department St. Elizabeth Healthcare
Goal 5: Medical Homes	HealthPoint Family Care Northern Kentucky Health Department St. Elizabeth Healthcare St. Elizabeth Physicians

APPENDIX C NORTHERN KENTUCKY ASSETS AND RESOURCES

<p>Goal 6: Heart Care</p>	<p>EMS Health centers/physicians' offices Northern Kentucky Health Department Patients Physicians' associations</p>	<p>Schools St. Elizabeth Healthcare Universities/colleges Worksites</p>
<p>Goal 7: Behavioral Health Mental Health</p>	<p>County officials Health centers/other physicians' offices Local primary care physicians' offices Mental health agencies Northern Kentucky Health Department</p>	<p>Schools Social service agencies St. Elizabeth Healthcare</p>
<p>Goal 8: Behavioral Health Substance Use Disorders</p>	<p>Health centers/other physicians' offices Media outlets Mental health agencies Northern Kentucky Health Department</p>	<p>Northern Kentucky Heroin Impact Response Task Force Northern Kentucky Office of Drug Control Policy St. Elizabeth Healthcare Substance use treatment centers (in-patient and out-patient)</p>

Changes in Policies, Systems and the Environment

<p>Goal 9: Health Workforce Transformation</p>	<p>Cities Northern Kentucky Area Development District Northern Kentucky Health Department Northern Kentucky University</p>	<p>Regional data experts St. Elizabeth Healthcare</p>
<p>Goal 10: Aligned Advocacy Agendas</p>	<p>Northern Kentucky Health Steering Committee</p>	

APPENDIX D

DATA SOURCES

Obj.	Data Source	Baseline: KY	Baseline: NKADD	Baseline: NKY
1.1	Greater Cincinnati Community Health Status Survey (CHSS), Q33/34, 2013			19.9%
1.2	Greater Cincinnati Community Health Status Survey (CHSS), Q33/34, 2013			56.1%
1.3	Behavioral Risk Factor Surveillance System (BRFSS), 2013		30.0%	
1.4	Youth Risk Factor Surveillance System (YRFSS) (grades 9-12), 2013	32.9%		
2.1	Behavioral Risk Factor Surveillance System (BRFSS), 2013, 150 minutes per week of aerobic activity, KY	46.0%		
2.2	Youth Risk Behavior Surveillance System (YRBSS) (grades 9-12), 2013 measure: youth who participated in 60 minutes of daily physical activity in the past 7 days that made them breathe hard	22.5%		
3.1	Greater Cincinnati Community Health Status Survey (CHSS), Q18, 2013			24.9%
3.2	Youth Risk Behavior Surveillance System (YRBSS) (grades 9-12) 2013	26.3%		
4.1	Kentucky Health Issues Poll (KHIP), Q23, 2014		86.1%	
5.1	Greater Cincinnati Community Health Status Survey (CHSS), Q12, 2013 * Kentucky Health Issues Poll (KHIP), Q33R, 2014 * secondary source (measured yearly)		*79.3%	86.6%
6.1	Claritas; CDC (http://nccd.cdc.gov/DHDSPAtlas); Based on all Heart Disease Mortality, All Ages, 2011-2013, Smoothed.)		193.8/100,000	
7.1/8.1	St. Elizabeth Healthcare internal data (Adult capacity)		Inpatient: 92 beds Outpatient: 68 IOP, 17 FTE	
7.2/8.2	St. Elizabeth Healthcare internal data (Child/Adolescent capacity)		Inpatient: 28 beds Outpatient: 12 IOP	
8.3	Kentucky Injury Prevention and Research Center (KIPRC) at University of Kentucky, 2014			Total = 167 Rate = 41/100,000
9.1	Strategy Checklist (4 strategies)			0
10.1	NKY Health Steering Committee Advocacy Agenda			0

NKY = Boone, Campbell, Grant, Kenton counties

NKADD = Boone, Campbell, Grant, Kenton, Carroll, Gallatin, Owen, Pendleton counties

APPENDIX E PARTICIPANTS

Due to the generous participation and support from a variety of organizations and individuals living and working in Northern Kentucky and the Greater Cincinnati region, a comprehensive assessment has been performed and Community Health Improvement Plan has been created. Organizations are listed here to show our appreciation for their participation. Thank you for sharing your expertise, perspective and commitment to help improve health in Northern Kentucky and the Greater Cincinnati region. We look forward to partnering with you and others to achieve the plan’s goals.

Organization	Assessments					Improvement Plans			
	Collective Impact on Health (Steering Committee & Leadership Forum)	Forces of Change	Local Public Health System	myNKY (Leadership Team)	St. Elizabeth Healthcare Community Health Needs	myNKY (Health Work Group)	Gen-H (Health Work Group)	Community Health Improvement Plan (NKY Health Steering Committee)	
Accenture				X					
African American Chamber of Commerce	X								
Anthem Blue Cross/Blue Shield, Mason	X								
Anthem Blue Cross/Blue Shield, Medicaid			X		X				
Business Benefits					X				
CareSource & Humana					X				
C-Forward	X								
Champion Window and Patio Room Co.	X								
Cincinnati Business Committee	X								
Cincinnati USA Regional Chamber	X								
Dinsmore and Shohl LLP	X								
Dorothy Grace Consulting	X								
Earthineer				X					
E.W. Scripps Company				X					
Fifth Third Bank				X					
Frisch’s Restaurants, Inc.	X								
GE Aviation	X						X		
Grant County Chamber of Commerce		X							

Businesses/For Profit/Business-Related

* Members of Northern Kentucky Health Steering Committee

APPENDIX E PARTICIPANTS

Organization	Assessments					Improvement Plans		
	Collective Impact on Health (Steering Committee & Leadership Forum)	Forces of Change	Local Public Health System	myNKY (Leadership Team)	St. Elizabeth Healthcare Community Health Needs	myNKY (Health Work Group)	Gen-H (Health Work Group)	Community Health Improvement Plan (NKY Health Steering Committee)
Hispanic Chamber of Commerce	X							
Horan	X					X		
Humana	X							
Kenton County Airport Board (CVG-Greater Cincinnati/Northern Kentucky International Airport)				X				
Kearney & Kearney, LPA	X							
Messer Construction Co.	X							
Multi-Craft, Inc.				X				
Northern Kentucky Chamber of Commerce*		X			X			X
Passport Health Plan			X					
PNC Bank	X							
PricewaterhouseCoopers LLP	X							
Proctor & Gamble	X							
Taft Law						X		
Toyota Motor Engineering and Manufacturing North America, Inc.				X				
Tufco Flooring				X				
UnitedHealthcare	X						X	
USI Insurance	X							
Viable Synergy						X		
Warner Preparedness Services, LLC			X					
Wellcare Health Plans, Inc.			X					
Western and Southern Financial Group	X							
YMCA of Greater Cincinnati							X	
Ziegler & Schneider PSC				X				

Businesses/For Profit/Business-Related

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		Assessments				Improvement Plans			
Organization		Collective Impact on Health (Steering Committee & Leadership Forum)	Forces of Change	Local Public Health System	myNKY (Leadership Team)	St. Elizabeth Healthcare Community Health Needs	myNKY (Health Work Group)	Gen-H (Health Work Group)	Community Health Improvement Plan (NKY Health Steering Committee)
Governmental Agencies	Boone County Detention Center					X			
	Boone County Solid Waste			X					
	Bullock Pen Water District			X					
	Butler County Health Department	X							
	Campbell County Detention Center					X			
	Campbell County Fiscal Court			X		X			
	Cincinnati Health Department	X						X	
	City of Covington	X		X					
	City of Edgewood					X			
	City of Fort Mitchell			X					
	City of Fort Wright					X			
	City of Independence					X			
	Clermont County Public Health	X						X	
	Dearborn County Health Department					X			
	Grant County Parks & Recreation						X		
	Grant County Sanitary Sewer District			X					
	Hamilton County Board of Commissioners	X							
	Hamilton County Public Health	X						X	
	Kenton County Attorney's Office				X				
	Kenton County Detention Center					X			
Kenton County Fiscal Court		X			X				
Kentucky Department for Public Health			X						
Kentucky Office for the Blind					X				
Northern Kentucky Area Development District			X		X				

APPENDIX E PARTICIPANTS

		Assessments				Improvement Plans			
Organization		Collective Impact on Health (Steering Committee & Leadership Forum)	Forces of Change	Local Public Health System	myNKY (Leadership Team)	St. Elizabeth Healthcare Community Health Needs	myNKY (Health Work Group)	Gen-H (Health Work Group)	Community Health Improvement Plan (NKY Health Steering Committee)
Governmental Agencies	Northern Kentucky Health Department*	X		X	X	X	X	X	X
	Northern Kentucky Water District			X					
	Planning and Development Services of Kenton County (PDS)			X	X				
	Sanitation District No. 1			X					
	Three Rivers District Health Department					X			
	Transit Authority of Northern Kentucky				X				
	Warren County Health Department	X							
Education	Bellevue Independent Schools					X			
	Boone County Schools			X		X			
	Campbell County Schools					X			
	Caywood Elementary School					X			
	Cincinnati Public Schools	X						X	
	Cincinnati State Technical & Community College	X							
	Collins Elementary School					X			
	Covington Independent Public Schools					X			
	Dayton High School					X			
	Erlanger-Elsmere Schools			X		X			
	Gateway Community and Technical College							X	
	Grant County Middle School					X			
	Grant County Schools					X			
	Kenton County School District			X	X	X			
	KET						X		
	Lawrenceburg Community Schools					X			
	Lloyd Memorial High School					X			

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APPENDIX E

PARTICIPANTS

		Assessments				Improvement Plans			
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Education	Northern Kentucky University*	X		X	X	X			X
	Ockerman Middle School					X			
	Pendleton County High School					X			
	Piner Elementary School					X			
	Reiley Elementary School					X			
	Ryle High School					X			
	Thomas More College			X					
	University of Cincinnati	X							
	University of Cincinnati College of Medicine	X						X	
	University of Cincinnati College of Nursing	X							
Economic Development	Avondale Comprehensive Development Corporation							X	
	Local Initiatives Support Corporations	X							
	Renaissance Covington				X				
	Skyward*	X		X	X			X	X
	UpTech, inc				X				
Health care	CareSource	X						X	
	Cincinnati Children's Hospital Medical Center	X					X	X	
	City Heights Health Center					X			
	Crossroad Health Center	X							
	HealthPoint Family Care			X	X	X	X		
	Mercy Health	X							
	Northern Kentucky Dental Association						X		
	Pediatric Associates						X		
	St. Elizabeth Healthcare*	X		X		X	X		X

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Organization		Collective Impact on Health (Steering Committee & Leadership Forum)	Forces of Change	Local Public Health System	myNKY (Leadership Team)	St. Elizabeth Healthcare Community Health Needs	myNKY (Health Work Group)	Gen-H (Health Work Group)	Community Health Improvement Plan (NKY Health Steering Committee)
Health care	St. Elizabeth Physicians			X			X		
	The Christ Hospital Health Network	X							
	The Mayerson Center (CCHMC)	X							
	TriHealth	X						X	
	UC Health/UC Health Lindner Center of Hope	X							
	Visiting Nurse Association of Greater Cincinnati and Northern Kentucky	X							
Philanthropy	Deaconess Associations Foundation	X							
	Foundation for a Healthy Kentucky	X							
	Carol Ann and Ralph V. Haile, Jr./US Bank Foundation				X				
	Interact for Health	X		X		X	X	X	
	R.C. Durr Foundation	X							
	SC Ministry Foundation	X							
	The Butler Foundation					X			
	The Greater Cincinnati Foundation	X			X			X	
Not-for-Profit and Social Services	Academy of Medicine of Cincinnati	X							
	Apprisen					X			
	Avondale Community Council	X							
	Be Concerned					X			
	Brighton Center	X		X		X			
	Catholic Charities					X			
	Center for Closing the Health Gap	X						X	
	Center for Great Neighborhoods of Covington			X					
	Children, Inc.			X	X	X			
	Children's Home of Northern Kentucky					X	X		

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Children’s Law Center, Inc.					X			
Cincinnati Veterans’ Administration					X			
Council on Aging of Southwestern Ohio	X							
Cradle Cincinnati	X							
Design Impact	X							
Faith Community Pharmacy					X			
Freestore Foodbank						X		
Greater Cincinnati Urban League	X							
Green Umbrella		X						
Health Care Access Now	X							
Health Careers Collaborative	X							
Health Policy Institute of Ohio	X							
Hosea House					X			
ITN Greater Cincinnati					X			
Jacc, Inc.					X			
League of United Latin American Citizens							X	
Life Learning Center					X			
Life Point Solutions					X			
North Central Area Health Education Council					X			
Northern Kentucky Agency on Substance Abuse Policy — Prevention Alliance			X					
Northern Kentucky Community Action Commission			X					
Northern Kentucky Heroin Impact Response Task Force			X					

Not-for-Profit and Social Services

APPENDIX E PARTICIPANTS

Organization	Assessments					Improvement Plans		
	Collective Impact on Health (Steering Committee & Leadership Forum)	Forces of Change	Local Public Health System	myNKY (Leadership Team)	St. Elizabeth Healthcare Community Health Needs	myNKY (Health Work Group)	Gen-H (Health Work Group)	Community Health Improvement Plan (NKY Health Steering Committee)
Northern Kentucky University Nurse Advocacy Center for the Underserved					X			
NorthKey Community Care	X		X			X		
OASIS, Inc.				X				
Redwood			X					
Rosedale Green					X			
Santa Maria Community Services	X							
Senior Services of Northern Kentucky						X		
The Carnegie				X				
The Children's Home of Cincinnati	X							
The Health Collaborative	X		X			X		
Transitions			X		X	X		
United Way of Greater Cincinnati*	X		X	X		X	X	X
Universal Health Care Action Network, Ohio	X							
Urban Appalachian Community Council							X	
Welcome House					X			
Word of Deliverance Ministries for the World, Inc.	X							

Not-for-Profit and Social Services

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