



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY23-25



**Loyola
University
Medical
Center**



**Gottlieb
Memorial
Hospital**

Loyola University Medical Center and Gottlieb Memorial Hospital completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on June 16, 2022. Loyola University Medical Center and Gottlieb Memorial Hospital performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment considered a comprehensive review of secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data collection, including input from representatives of the community, community members and various community organizations.

The complete CHNA report is available electronically at <https://www.loyolamedicine.org/about-us/community-benefit> or printed copies are available at 2160 S. First Avenue, Maywood, IL 60153.

Our Mission

As members of Trinity Health, Loyola University Medical Center and Gottlieb Memorial Hospital are committed to Trinity Health's mission: We, Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities. Additionally, Loyola Medicine's core values are: Reverence, Commitment to Those Who are Poor, Safety, Justice, Stewardship, and Integrity

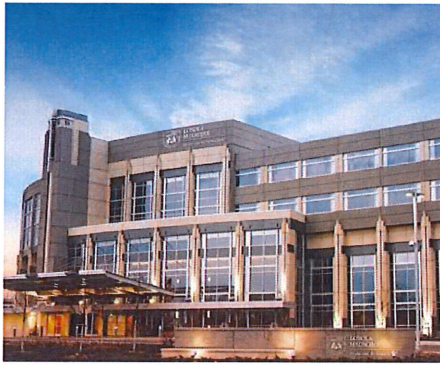
Our Hospitals

Loyola Medicine is a not-for-profit, mission-based, Catholic organization consisting of three hospitals located in the western suburbs of Chicago: Loyola University Medical Center (LUMC) in Maywood, Gottlieb Memorial Hospital (GMH) in Melrose Park, and MacNeal Hospital in Berwyn. All three hospitals are members of Trinity Health, a national Catholic not-for-profit health system. Trinity Health is a family of 115,000 colleagues and nearly 26,000 physicians and clinicians caring for diverse communities across 25 states. Nationally recognized for care and experience, the Trinity Health system includes 88 hospitals, 131 continuing care locations, the second largest Program for All-Inclusive Care of the Elderly (PACE) in the country, 125 urgent care locations and many other health and well-being services. Based in Livonia, Michigan, Trinity Health's annual operating revenue is \$20.2 billion, with \$1.2 billion returned to its communities in the form of charity care and other community benefit programs.

Loyola University Medical Center (LUMC) is a 547-bed academic medical center that provides comprehensive services, including a center for heart and vascular medicine, a Level 1 trauma center, Illinois's largest burn center, a cancer center, neurosciences, orthopaedic surgery, digestive health, a transplant center, a children's hospital, immediate care, telemedicine, inpatient and acute rehabilitation, and home health care. LUMC discharged 20,370 patients in fiscal year 2021 and received 36,470 emergency room visits. LUMC also includes one of the region's largest transplant centers.

Gottlieb Memorial Hospital (GMH) is a 247-bed hospital that conducts cancer research and provides services in metabolic surgery and bariatric care, transitional care, geriatric behavioral health and a child daycare center. In fiscal year 2021, GMH discharged 5,570 patients and received 25,660 emergency visits (MacNeal Hospital is a 374-bed teaching hospital. MacNeal has its own Community Health Needs Assessment report on the Loyola Medicine website).

Loyola Medicine also trains the next generation of medical caregivers through its affiliation with Loyola University Chicago's Stritch School of Medicine and Marcella Niehoff School of Nursing. Loyola's other academic partners include Edward Hines Jr. Veterans Hospital, Loyola University Chicago Health Sciences Division, and Loyola University Chicago Center for Translational Research & Education. In the 2021 fiscal year, Loyola Medicine invested \$71,854,149 to support health education and research.



Our Community Based Services

Loyola Medicine provides primary care and specialty care to over 15 Chicago-area locations; and a large ambulatory network of clinics throughout Cook, Will and DuPage counties. In addition, Loyola Medicine provides Home Health, Pediatric Mobile Health Unit, Diabetes Prevention Program, Support Services and Community Health Workers are imbedded in our safety net clinics/ambulatory sites screening patients for social needs while connecting them with resources.

Our Community

Loyola University Medical Center (Maywood, IL) and Gottlieb Memorial Hospital (Melrose Park, IL) serve a CHNA community service area that includes 30 zip codes in west suburban Cook County and the west side of Chicago. Loyola Medicine defines the CHNA service area as the primary service areas for both hospitals and making sure to include any nearby communities of highest need. The Loyola-Gottlieb service area is home to 747,000 community members. Forty percent (40%) of the population identifies as Hispanic/Latinx, 36% Non-Hispanic White, 20% Black, 3% Asian, and 1.4% two or more races (American Community Survey, 2016-2020). Twenty-four percent (24%) of the population is children and youth under 18, 62% are 18-64, and 14% are older adults over 65. The Loyola-Gottlieb service area has a greater percentage of community members that identify as Hispanic/Latinx compared to the county, state, and US. The service area has a similar proportion of community members that identify as Black compared to Cook County and greater than Illinois or the US. In the Loyola-Gottlieb service area, nearly 10% of households are limited English proficient, compared to only 4% statewide.

Our Approach to Health Equity

While community health needs assessments (CHNA) and Implementation Strategies are required by the IRS, Trinity Health ministries have historically conducted CHNAs and developed Implementation Strategies as a way to meaningfully engage our communities and plan our Community Health & Well-Being work. Community Health & Well-Being promotes optimal health for those who are experiencing poverty or other vulnerabilities in the communities we serve by connecting social and clinical care, addressing social needs, dismantling systemic racism, and reducing health inequities. Trinity Health has adopted the Robert Wood Johnson Foundation's definition of Health Equity - "Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care."

This implementation strategy was developed in partnership with community and the Loyola Medicine Community Benefit Council (LMCB). The LMCB consists of community stakeholders from multisector organizations. The council met and assisted in identifying the needs to be addressed as well as the development of strategies. LMCB will continue ongoing engagement and monitoring of these efforts and will focus on specific populations and geographies most impacted by the needs being addressed. Racial equity principles were used throughout the development of this plan and will continue to be used during the implementation. The strategies implemented will mostly focus on policy, systems and environmental change as these systems changes are needed to dismantle racism and promote health and wellbeing for all members of the communities we serve.

Health Needs of the Community

The CHNA conducted in May 2021 to March 2022 identified the significant health needs within the Loyola University Medical Center and Gottlieb community. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified, in order of priority include:

1. Mental Health
2. Social and Structural Influencers of Health
3. Community Communication and Leader Engagement
4. Access to Healthcare
5. Chronic Disease

Hospital Implementation Strategy

Significant health needs to be addressed

Loyola University Medical Center and Gottlieb Memorial Hospital, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following health needs:

1. **Mental Health** – CHNA pages 19-20
2. **Social and Structural Influencers of Health** – CHNA pages 17-18

Significant health needs that will not be addressed

Loyola University Medical Center and Gottlieb Memorial Hospital acknowledges the wide range of priority health issues that emerged from the CHNA process and determined that it could effectively focus on only those health needs which are the most pressing, under-addressed and within its ability to influence. Loyola University Medical Center and Gottlieb Memorial Hospital do not intend to address the following health needs:

- **Community Communication and Leader Engagement** – Loyola University Medical Center and Gottlieb Memorial Hospital do not plan to directly address this need because our community stakeholder feedback did not indicate it was the most urgently needed. Loyola University Medical Center and Gottlieb Memorial Hospital leadership and staff currently participate in community coalitions and community events within the Loyola University Medical Center and Gottlieb Memorial Hospital service area and will continue to participate these efforts.
- **Access to Healthcare** – Loyola University Medical Center and Gottlieb Memorial Hospital do not plan to directly address this need because stakeholders did not determine this was the most urgently needed. Loyola University Medical Center and Gottlieb Memorial Hospital continue their commitment to serving uninsured and underinsured patients by providing Enrollment Assistance and through the Access to Care Clinic.
- **Chronic Disease** – Loyola University Medical Center and Gottlieb Memorial Hospital do not plan to directly address this need because these efforts are currently being addressed and provided through our Diabetes Prevention Program and other chronic disease screenings and management.

This implementation strategy specifies community health needs the hospital, in collaboration with community partners, has determined to address. The hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During these three years, if other organizations in the community may decide to address certain needs, indicating the hospital then should refocus its limited resources to best serve the community.

1

Mental Health



Hospital facility: Loyola University Health System

Hospital Loyola University Medical Center (LUMC) and Gottlieb Memorial Hospital (GMH)

CHNA reference pages: 19-20

Brief description of need:

- Forty-four (44%) percent of survey respondents listed mental health as one of the top community health needs.
- In 2019, 15% of adults in Loyola-Gottlieb service area reported poor mental health in at least 14 days (about 2 weeks) in the last 30 in which mental health was not good. Communities in Proviso Township directly surrounding LUMC and GMH have the highest rates of self-reported mental health. The rate in the Loyola-Gottlieb service area is higher than Cook County (12.9%) and Illinois (13.4%) overall.
- In 2019, 10% of high school students self-reported attempting suicide once within the last 12 months. Suicide attempts were higher among adolescents of color, particularly Native American, Hispanic/Latinx, and Black teens.
- In 2020, there were 13 municipalities in suburban Cook County that had over 10 opioid overdose deaths, and 7 of those cities are in the Loyola-Gottlieb service area: Berwyn (13), Cicero (20), Elmwood Park (14), Forest Park (11), Maywood (15), Melrose Park (15), and Oak Park (10).
- Twenty-two (22%) percent of adults in Loyola-Gottlieb service area report binge drinking; Cook County (22%) and Illinois (21.2%).
- Community stakeholders also ranked mental health as one of the top health needs with subtopics: access to behavioral health care and treatment, chronic trauma and stress, lack of resources for mental health crises, social isolation, substance use and suicide. Community stakeholders determined the lack of resources and suicide in children and young people to be most critical.

Equitable and Inclusive SMART Objective(s):

1. By FY 23, convene an advisory group of 8-20 area residents and community stakeholders to conduct a root cause analysis in preparation of a workplan to address Mental Health, which will define 2-3 strategies and at least one policy, system change and/or environmental transformation initiative.
2. In the next three years, respond to the community's reported mental health needs by increasing the social connectedness of bi-lingual patients, families, and community members by collaborating with healthcare providers and front line staff in Loyola Medicine service area to promote access to healthcare providers who speak the same language through clear identification of languages spoken and through increased training on cultural proficiency, anti-racism and two training opportunities per year.

3. By 2023, Determine mental health priorities and understand the perceptions and behaviors that impact mental health for persons ages 14-18 by piloting a perception and behavior survey with area youth in Proviso Township high schools.

Actions the hospital facility intends to take to address the health need:

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Convene an advisory group of 8-20 residents and community stakeholders in Maywood, Bellwood, and Melrose Park to conduct a root cause analysis in preparation of a work plan to address access to Mental Health Services.	x	x	x	Loyola University of Medical Center	Staff, Materials, Facilitation, Funding \$500 per session
				Gottlieb Memorial Hospital	Staff, Materials, Facilitation, Funding \$500 per session
				Quinn Center (project lead)	Staff-time, Facility
				Focus location(s)	Focus Population(s)
				Primary location is in Maywood 60153, Bellwood 60104, and Melrose Park 60160	African American/Black and Hispanic Latinx, experiencing significant poverty.
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Define 2-3 strategies and develop a work plan to address at least one policy, systems change and/or environmental transformation initiative to improve access to mental health in Maywood, Bellwood, and Melrose Park	x	x	x	Loyola University of Medical Center	Financial Support, Staff-time
				Gottlieb Memorial Hospital	Financial Support, Staff-time
				Quinn Center (project lead)	Staff-time, Facility
				Focus location(s)	Focus Population(s)
				Primary location is in Maywood 60153, Bellwood 60104, and Melrose Park 60160	African American/Black and Hispanic Latinx, experiencing significant poverty.

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Offer at least 2 trainings, per year in Mental Health First Aid and Community Health Worker Certification to frontline staff and community partners	x	x	x	Loyola University of Medical Center	Financial Support \$2,500, Staff-Time
				Gottlieb Memorial Hospital	Financial Support \$2,500
				Coalition for Spiritual and Professional Leadership (CSPL)	Staff-time
				Sinai Urban Health Institute (SUHI)	Staff-time
				Focus location(s)	Focus Population(s)
				Loyola/Gottlieb Service Area	Past Community Partners
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Ensure cultural and linguistic inclusiveness through new staff badges with languages spoken and completion of cultural competency training and anti-racism courses	x	x	x	Loyola University Medical Center	Financial Support \$500
				Gottlieb Memorial Hospital	Financial Support \$500
				Focus location(s)	Focus Population(s)
				Loyola University Medical Center Gottlieb Memorial Hospital	Bi-lingual Employees, patients and community members
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Pilot Perception and Behavior Youth Survey to assess mental health needs of youth in Proviso Township high schools.	x	x	x	Loyola University Medical Center	Staff-time, Resources, survey tool \$1,000
				Loyola University of Chicago	Staff-time
				Quinn Center	Staff-time, Facility
				Focus location(s)	Focus Population(s)
				Quinn Center, Proviso East HS	Youth

Anticipated impact of these actions:

Impact Measures	CHNA Baseline	Target	Plan to evaluate the impact
Convene a multi-sector collaborative with diverse representation to identify root causes and develop actions for a deeper understanding of residents lived experiences living in Maywood, Bellwood, Melrose Park related to their needs in Mental Health	0	2-3 root causes identified 2-3 strategies identified Identify 2-3 Community Partners	Follow-up meeting with community members Follow-up meeting with key stakeholders
Increase number of staff and community members trained in Mental Health First Aid to easily identify those in mental health distress and connect them to resources	1	2 trainings, per year offered in Mental Health First Aid	15 staff and community members trained in Mental Health First Aid training in the next three years
Increase the number of CHW's trainings offered to staff and community partners	1	Offer 2 Community Health Worker Certification courses	10 community members obtaining CHW training in the first year
Partner with Diversity Equity and Inclusion to educate and support efforts among staff and community partners	0 educational and supportive efforts.	Increase 1-2 efforts.	Track inclusion work being done with local Trinity Health diversity & inclusion specialist to ensure we are expanding both inclusion strategies among colleagues
Youth Mental health perceptions and behavior pilot survey	0	10-20% Survey completion rate	Review and analyze results to determine outcomes.

2

Social and Structural Influencers of Health



Hospital facility: Loyola University Health System

Hospital Loyola University Medical Center (LUMC) and Gottlieb Memorial Hospital (GMH)

CHNA reference pages: 17-18

Brief description of need:

- Community Stakeholders and survey respondents identified Social Influencers of Health as one of the top health needs in the Loyola/Gottlieb service area that consisted of: affordable housing community safety and violence, food and nutrition access, education, jobs and economic development, pandemic recovery, and structural racism.
- Community Stakeholders identified economic and professional development as well as food insecurity/access to healthy foods as high priorities.
- 3.69% of residents in Loyola/Gottlieb service area report having very low food access with 8% respondents reporting having shortage of food/hunger during the pandemic.
- 29% of respondents reporting households experiencing reduced pay, 26% of households experiencing loss of employment, and 19% of households experiencing temporary layoff or furlough due to the pandemic. A total of 10.1% of Black community members are unemployed compared to 6.4% overall in the service area.

Equitable and Inclusive SMART Objective(s):

1. In the next three years, link community members to necessary resources to improve health outcomes through the expansion of the Community Resource Directory (CRD), through education, awareness, and linguistically diversified print materials; and, by hiring 2 culturally linguistic Community Health Workers that have knowledge of the community and resources offered in the Loyola/Gottlieb service area to screen and address for social influencers of health.
2. In the next three years, participate and support in a Food Collaborative/Council and expand the Food Surplus Project to one additional site within the Loyola/Gottlieb service area to address food insecurity and access to healthy foods for those experiencing food insecurity.
3. In the next three years support and participate in at least 2-3 job fairs, per year to promote economic and professional development in identified vulnerable populations in the Loyola/Gottlieb service area.

Actions the hospital facility intends to take to address the health need:

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)	
	Y1	Y2	Y3			
Hiring of 2 culturally and linguistically appropriate Community Health Workers	x	x	x	Loyola University Medical Center	FTE \$67,000 (wage/benefits)	
				Gottlieb Memorial Hospital	FTE \$67,000 (wage/benefits)	
				Focus location(s)		Focus Population(s)
				Pediatric Mobile Unit – Spanish, Youth LUMC/Gottlieb - Polish Street Medicine - Spanish		Pediatric Mobile Unit – Spanish, Youth LUMC/Gottlieb - Polish Street Medicine - Spanish
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)	
Y1	Y2	Y3				
Participate and support a Food Collaborative/Council and expand Food Surplus project to 1 additional location with the Gottlieb service by: • Identify organization • Purchase fridge (Gottlieb) • Provide culturally appropriate food recipes and resources • Assist with creating and printing educational material in various languages for participants	x	x	x	Gottlieb Memorial Hospital	Financial Support, Staff time, Supplies, Materials and Equipment \$10,000	
				Loyola University Medical Center/Gottlieb	Staff- time	
				Mt. Carmel Parish (CASA)	Staff-time, Facility	
				Focus location(s)		Focus Population(s)
				Gottlieb Service area Mt. Carmel Parish (CASA)		People residing in the Gottlieb service area experiencing food insecurity and access to healthy foods.
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)	
Y1	Y2	Y3				
• Provide at least 2 Community Resource Directory trainings per year to Community Partners • Provide Community Resource Directory (CRD) window clings to Community Partners • CRD Resource cards in appropriate languages	x	x	x	Loyola University Medical Center	Financial Support, Staff-time, Materials \$1000	
				Gottlieb Memorial Hospital	Financial Support, Staff-time, Materials \$1,000	
				Focus location(s)		Focus Population(s)
				Loyola/Gottlieb Service area		Community Partners/Organizations

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Coordinate and participate in 2-3 community-based job fairs per year to promote living wage jobs included but not limited to those professions offered at LUHS	x	x	x	Loyola University Medical Center	Staff-time, Resources
				Gottlieb Memorial Hospital	Staff-time, Resources
				Focus location(s)	Focus Population(s)
				Loyola/Gottlieb Service area	Past Community Partners

Anticipated impact of these actions:

Impact Measures	CHNA Baseline	Target	Plan to evaluate the impact
Hiring of 2 additional culturally linguistic Community Health Workers with knowledge of the community and resources	5	Hire 2 CHW's for Loyola/Gottlieb Service area	Tracking of individuals screened for SIOH and connected to resources by the Community Health Workers
Increase awareness and utilization of Community Resource Directory (CRD) resource among CBO's (claiming their program)	1	2-3 CRD trainings 2-3 CBO's registering/claiming their program	Review and analyze metrics, currently, than quarterly
Increase the number of diverse local hires in the Loyola/Gottlieb service among vulnerable populations	0	Coordinate/Participate in 6 job fairs by the end of 2025	Reevaluate data in 3 years

Adoption of Implementation Strategy

On November 10, 2022, the Board of Directors for Loyola University Medical Center and Gottlieb Memorial Hospital voted after review of the 2023-2025 Implementation Strategy for addressing the community health needs identified in the 2022 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.



Shawn P. Vincent, Regional President and CEO

11-14-22

Date

