Lakewood Hospital
a Cleveland Clinic hospital

2013 Community Health Needs Assessment-Lakewood Hospital

Founded in 1907, Lakewood Hospital is an acute care facility with 263 staffed beds offering advanced medical and surgical care, sophisticated technology, research and education. The hospital has specialties in neurology, diabetes and endocrinology, orthopaedics and rehabilitation. Lakewood Hospital is a Primary Stroke Center, and has rehabilitation and skilled nursing facilities and a psychiatric unit. The facility has been part of Cleveland Clinic since 1997.

Cleveland Clinic's health system in Northeast Ohio consists of an academic medical center, two children's hospitals and eight community hospitals. Each hospital is dedicated to the communities it serves. We verify the health needs of our communities by performing periodic community health needs assessments (CHNAs). These formal assessments are analyzed using widely accepted criteria to determine and measure the health needs of a specific community. In accordance with Internal Revenue Code Section 501(r)(3), each hospital has conducted its own community health needs assessment.

Upon review of all of the community health needs assessments for all of our Northeast Ohio facilities, Cleveland Clinic has identified five community health needs that are present in the majority of hospital communities we serve. They are: Chronic Disease, Wellness, Access to Affordable Health Care, Access to Community Services, and Economic and Community Development.

Lakewood Hospital has identified four of these needs in its CHNA: Chronic Disease, Access to Affordable Health Care, Access to Community Services, and Economic and Community Development.

We are pleased to share the following CHNA report with you.

Lakewood Hospital

Community Health Needs Assessment – Final Report

February 24th, 2012

TrippUmbach
Research · Strategy · Impact

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Introduction

Lakewood Hospital, a 400-bed community hospital located in Lakewood, OH, in response to its community commitment contracted with Tripp Umbach to facilitate a comprehensive Community Health Needs Assessment (CHNA). The community health needs assessment was conducted between February and October 2011. Lakewood Hospital is a member of the Cleveland Clinic Health System. During the community health needs assessment process, Lakewood Hospital collaborated with other hospitals comprising the Cleveland Clinic Health System:

- ❑ Hillcrest Hospital
- ❑ South Pointe Hospital
- ❑ Fairview Hospital
- ❑ Euclid Hospital
- ❑ Marymount Hospital
- ❑ Lutheran Hospital
- ❑ Cleveland Clinic Main Campus
- ❑ Medina Hospital
- ❑ Cleveland Clinic Children's Hospital
- ❑ Cleveland Clinic Children's Hospital for Rehabilitation
- ❑ Cleveland Clinic Florida

This report fulfills the requirements of a new federal statute established within the Patient Protection and Affordable Care Act (PPACA) requiring that non-profit hospitals conduct community health needs assessments every three years. The community health needs assessment process undertaken by Lakewood Hospital, with project management and consultation by Tripp Umbach, included extensive input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of public health issues. Tripp Umbach worked closely with senior leadership from Lakewood Hospital, members of the hospital's community advisory council and with a project steering committee consisting of senior leaders from the Cleveland Clinic to accomplish the assessment. This report represents one in a series of 12 community health needs assessment documents being completed by Tripp Umbach for each of the Cleveland Clinic hospitals in Northeast Ohio, as well as one Cleveland Clinic Health System-wide document in Northeast Ohio.

Community Definition

While community can be defined in many ways, for the purposes of this report, the Lakewood Hospital community is defined as four zip codes in Cuyahoga County, Ohio containing 80% of the hospital's inpatient volumes (see Figure 1 & Table 1).

Lakewood Hospital Community Zip Codes

Table 1

Zip	Community	County
44102	Clark-Fulton	Cuyahoga
44107	Lakewood	Cuyahoga
44111	Kamm's Corner	Cuyahoga
44116	Rocky River	Cuyahoga

Lakewood Hospital Community Map

Figure 1
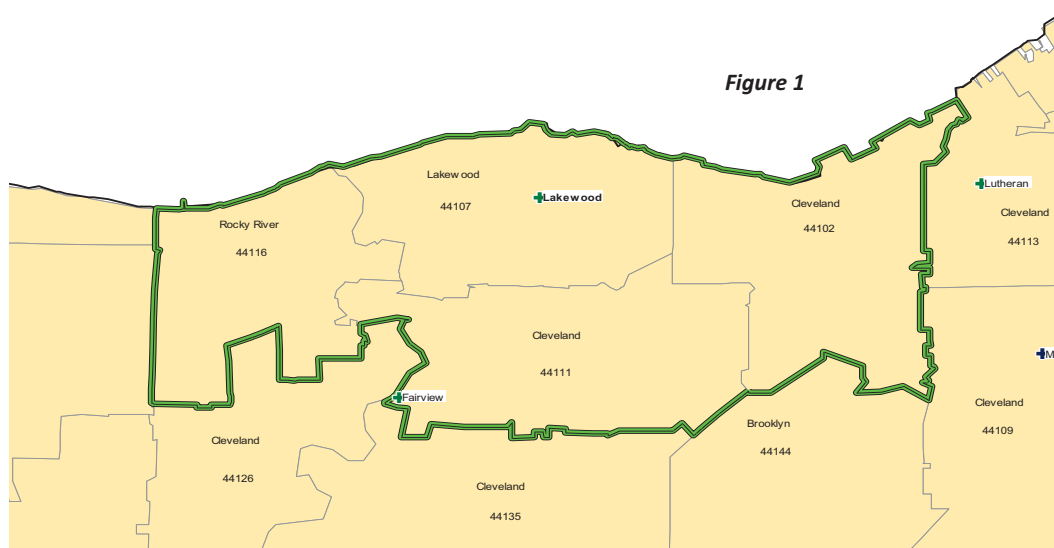
Consultant Qualifications

The Cleveland Clinic contracted with Tripp Umbach, a private healthcare consulting firm headquartered in Pittsburgh, Pennsylvania to complete the community health needs assessment. Tripp Umbach is a recognized national leader in completing community health needs assessments, having conducted more than 200 community health needs assessments over the past 20 years. Today, more than one in five Americans lives in a community where Tripp Umbach has completed a community health assessment.

Paul Umbach, founder and president of Tripp Umbach, is among the most experienced community health planners in the United States, having directed projects in every state and internationally. Tripp Umbach has written two national guide books[1] on the topic of community health and has presented at more than 50 state and national community health conferences.

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[1] A Guide for Assessing and Improving Health Status Apple Book:
http://www.haponline.org/downloads/HAP_A_Guide_for_Assessing_and_Improving_Health_Status_Apple_Book_1993.pdf and

A Guide for Implementing Community Health Improvement Programs:
http://www.haponline.org/downloads/HAP_A_Guide_for_Implementing_Community_Health_Improvement_Programs_Apple_2_Book_1997.pdf

Project Mission

The mission of the Lakewood Hospital CHNA is to understand and plan for the current and future health needs of residents in its community. The goal of the process is to identify the health needs of the communities served by the hospital, while developing a deeper understanding of community needs and identifying community health priorities. Important to the success of the community needs assessment process is meaningful engagement and input from a broad cross-section of community-based organizations, who were partners in the community health needs assessment.

Objectives

The objective of this assessment is to gather traditional health-related indicators as well as social, demographic, economic and environmental factors. The overall objective of the CHNA is summarized by the following areas:

- ❏ Obtaining information on population health status, as well as socio-economic and environmental factors,

- ❏ Assuring that community members, including underrepresented residents, were included in the needs assessment process,

- ❏ Identifying key community health needs within the hospital's community, along with an inventory of available resources within the community that may provide programs and services to meet such needs,

- ❏ Developing a CHNA document as required by the Patient Protection and Affordable Care Act (PPACA).

Methodology

Tripp Umbach facilitated and managed a comprehensive community health needs assessment on behalf of Lakewood Hospital — resulting in the identification of community health needs. The assessment process included input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge and expertise of public health issues.

Key data sources in the community health needs assessment included:

❑ **Community Health Assessment Planning:** A series of meetings were facilitated by the consultants and CHNA project team consisting of leadership from the Cleveland Clinic Health System and Lakewood Hospital.

❑ **Secondary Data:** The health of a community is largely related to the characteristics of its residents. An individual's age, race, gender, education and ethnicity often directly or indirectly impact health status and access to care. Tripp Umbach completed comprehensive analysis of health status and socio-economic environmental factors related to the health of residents of the Lakewood Hospital community from existing data sources such as state and county public health agencies, the Centers for Disease Control and Prevention, Healthy People 2020 and other additional data sources.

❑ **Interviews with Key Community Stakeholders:** Tripp Umbach worked closely with hospital leadership to identify leaders from organizations that have special knowledge and or expertise in public health. Such persons were interviewed as part of the needs assessment planning process. A series of 12 interviews were completed with key stakeholders in the Lakewood Hospital community. Organizations represented are included in Appendix A.

❑ **Focus Groups with Community Residents:** Assuring that community members, including underrepresented residents were included in the needs assessment planning process via a series of three focus groups conducted in the Lakewood Hospital community. Focus group audiences included: Independent Living Seniors, Low-Income Representatives and Mental Health Providers[2].

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[2] Focus groups with mental health professionals is considered to be the most appropriate way to gather community health needs input about persons who have mental health issues.

❑ **Identification of top community health needs:** Top community health needs were identified by analyzing secondary data, key stakeholder interviews and focus group input. The analysis process identified the health needs revealed in each data source. Tripp Umbach followed a process where the top needs identified in the assessment were supported by secondary data, where available and strong consensus provided by both key community stakeholders and focus group participants.

❑ **Inventory of Community Resources:** Tripp Umbach completed an inventory of community resources available in the Lakewood Hospital community using resources identified by the Cleveland Clinic, internet research and United Way's 211 First Call for Help community resource database. Using the zip codes which define the Lakewood Hospital community (44102, 44107, 44111 and 44116) more than 45 community resources were identified with the capacity to meet the three community health needs identified in the Lakewood Hospital CHNA.

❑ **Final Community Health Needs Assessment Report:** A final report was developed that summarizes key findings from the assessment process and an identification of top community health needs. In addition to this report prepared for Lakewood Hospital, a system-wide report is being developed for the Cleveland Clinic Health System.

Key Community Health Needs

Tripp Umbach's independent review of existing data, in-depth interviews with community stakeholders representing a cross-section of agencies, and detailed input provided by three community focus groups resulted in the identification of three key community health needs in the Lakewood Hospital community that are supported by secondary and or primary data. Needs identified include 1) Improving access to primary, preventive and mental health services, 2) Improved coordination of affordable healthcare services and outreach and 3) Transportation and other basic community services (not listed in any specific order). A summary of the top three needs identified in the Lakewood Hospital community are as follows:

❑ **IMPROVING ACCESS TO PRIMARY, PREVENTIVE AND MENTAL HEALTH SERVICES**

> **Underlying factors identified by secondary data and primary input from community stakeholders and focus groups with residents: Need to improve access to primary, preventive services and mental health services.**

> ✓ Participants believe the shortage of mental health services limits residents' access to necessary evaluations, psychotropic medications, therapeutic and residential treatments. Secondary data analysis indicates the prevalence of chemical dependency within the Lakewood Hospital community is substantially greater compared to Cuyahoga County and Ohio.

> ✓ Community stakeholder interview findings support secondary data that access to primary and preventive healthcare services is an important community health priority. Specifically, stakeholders mentioned the following:
> - Access to preventive healthcare
> - An environment that is supportive of healthy habits
> - Physicians that are readily available to residents
> - Knowledge and services to promote residents' awareness about healthy living

> ✓ Community stakeholders stated there are limits to residents' access to primary and preventive healthcare. Stakeholders believed that the result of limited access to primary and preventive healthcare increases residents' risk of illness and perpetuates the chronic illness that already exists in the Lakewood Hospital community, along with the prevalence of mental illness, substance abuse and elderly isolation.

✓ Focus group participants perceive that emergency medical services have decreased due to funding cuts. Participants believe the lack of financial resources ultimately has led to the gaps in the emergency medical services that are available.

✓ Specifically, focus group participants perceive a lack of adequate community services due to funding cuts in the area of mental health services, causing a decrease in access to mental health services.

❑ **ACCESS TO AFFORDABLE HEALTHCARE AND HEALTH INFORMATION**

Underlying factors identified by secondary data and primary input from community stakeholders and focus groups with residents: High cost of healthcare, ineffective dissemination of information and poor patient navigation:

✓ Two zip code areas within the Lakewood Hospital community have a CNI score above 3.0, indicating an increased number of socio-economic barriers to healthcare access in the specific areas.[3,4]

  • Clark-Fulton (44102) and Kamm's Corner (44111) have CNI scores of 4.8 and 3.8 respectively. With a CNI score of 4.8, Clark-Fulton reveals the highest unemployment, uninsured, minority, rental and 65 and older living in poverty rates within the Lakewood Hospital community.

✓ The Lakewood Hospital community PQI[5] is substantially higher than Ohio for chronic obstructive pulmonary disease (COPD), adult asthma, congestive heart failure and long-term diabetes complications.

✓ Community stakeholders perceive that the high cost of healthcare limits residents' accessibility to primary and specialty medical services. Additionally, stakeholders mentioned the following elements relating to residents' access to healthcare and health education that a healthy community should have:

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[3] CNI quantifies five socio-economic barriers to community health utilizing a 5-point index scale where 5 indicates the greatest need and 1 indicates the lowest need.
[4] The five prominent socio-economic barriers to community health quantified in CNI include: Income, Culture/Language, Education, Insurance and Housing.
[5] PQI index identifies potentially avoidable hospitalizations for the benefit of targeting priorities and overall community health. In essence, effective outpatient or ambulatory treatment of a number of diseases will reduce the need for hospitalization. Access to primary care or preventive care may result in decreased hospital admissions. PQI scores in the Lakewood Hospital community are at or above Ohio PQIs for all factors.

- Access to basic healthcare and wellness programs including when residents are ill
- Adequate healthcare facilities and institutions that are easily accessible

✓ All three community focus groups identified the need for improved methods of dissemination of information. A majority of participants agreed that the rising cost of health insurance, co-pays and healthcare, coupled with a lack of financial resources have limited residents' access to health resources such as health insurance, primary and preventive medical care, and mental health services in general. Participants believe that the lack of health insurance and lack of acceptance of health insurance, as well as funding cuts to service providers reduces the services and increases cost to residents. Participants explained that the lack of communication and the absence of a formal connection between service providers in the Lakewood Hospital community results in difficulty navigating the network of available community services.

❑ **TRANSPORTATION AND MAINTENANCE OF BASIC COMMUNITY SERVICES**

Underlying factors identified by primary input from community stakeholders and focus groups with residents: Need for improved transportation system and maintenance of basic community services.

✓ Community stakeholders and focus group participants are concerned with the stability of the infrastructure in their communities due to the decrease in federal state and local resources. The participants believe the impact of recent state and funding cuts includes the closing of community-based organizations, elimination of healthcare services and reduction in the number of clients that can be served. Stakeholders felt that the result of funding cuts is an overall reduction in community services that are available to meet the needs of residents.

✓ Community stakeholder interview findings state that abundant resources to meet the needs of community residents are an important community health priority. The ability to offer residents opportunities to thrive and survive individually and collectively as a community was identified by half of the community stakeholders as significant to the definition of a healthy community.

✓ Community stakeholders perceive the Lakewood Hospital community as having a weak economy, limited economic development, decreasing resources, and that a recent rise in unemployed residents has caused a decrease in available jobs that offer a living wage. As a result, there is a perception that many residents are

losing their assets, living on unemployment and the poverty rate is rising. Some of the needs that stakeholders perceived to be unmet in their communities include safe housing, transportation, healthcare staffing, facilities and services to residents in their homes. Community stakeholders believe that if these needs cannot be met, the result will be higher risk of accident-related injuries, higher prevalence of depression, and an increased demand of medical services including mental health and emergency services.

✓ All three community focus groups identified the need for transportation and maintenance of basic community services. Specifically, focus group participants perceive a lack of adequate community services due to funding cuts in the areas of transportation, which they feel decreases the mobility of residents. Participants believe funding cuts ultimately have led to gaps in available transportation.

Secondary Data

Tripp Umbach worked collaboratively with the Cleveland Clinic to develop a secondary data process focused on three phases: collection, analysis and evaluation. Tripp Umbach obtained information on the health status and socio-economic and environmental factors related to health and needs of residents of multi-community service areas comprising each of the Cleveland Clinic Hospitals. Example data sources included the Behavioral Risk Factor Surveillance System (BRFSS), Healthy People 2020 and other existing state and regional data sources. The process developed accurate comparisons to the state baseline of health measures utilizing the most current validated data. In addition to disease prevalence and health behavior data, specific attention was focused on the development of two key community health index factors: Community Need Index (CNI) and Prevention Quality Indicators Index (PQI).

Community Need Index (CNI)

In 2005 Catholic Healthcare West, in partnership with Thomson Reuters, pioneered the nation's first standardized Community Need Index (CNI).[6] CNI was applied to quantify the severity of health disparity for every zip code in Ohio based on specific barriers to healthcare access. Because the CNI considers multiple factors that are known to limit healthcare access, the tool may be more accurate and useful than other existing assessment methods in identifying and addressing the disproportionate unmet health-related needs of neighborhoods.

The five prominent socio-economic barriers to community health quantified in CNI include: Income, Insurance, Education, Culture/Language and Housing. CNI quantifies the five socio-economic barriers to community health utilizing a 5-point index scale where a score of 5 indicates the greatest need and 1, the lowest need.

Overall, the Lakewood Hospital community zip codes have a CNI score of 4.0, indicating a higher level of community health need in the Lakewood Hospital community.

Clark-Fulton (44102) and Kamm's Corner (44111) have CNI scores of 4.8 and 3.8 respectively. With a CNI score of 4.8, a closer look at Clark–Fulton (44102) reveals the highest unemployment and uninsured rates, percentage of minorities, percentage of individuals with limited English proficiency and individuals living in poverty within the Lakewood Hospital community.

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[6] "Community Need Index". Catholic Healthcare West Home. Web. 16 May 2011.
<http://www.chwhealth.org/Who_We_Are/Community_Health/STGSS044508>.

Zip	Community Name	County	Income Rank	Insurance Rank	Education Rank	Cultural Rank	Housing Rank	CNI Score
44102	Clark-Fulton	Cuyahoga	5	5	4	5	5	4.8
44111	Kamm's Corner	Cuyahoga	4	4	3	4	4	3.8
44107	Lakewood	Cuyahoga	3	3	1	2	5	2.8
44116	Rocky River	Cuyahoga	1	2	1	1	4	1.8
Lakewood Hospital Community Summary			4	4	3	4	5	4.0

Table 2   Source: Data from Thomson Reuters – Index prepared for Tripp Umbach

Prevention Quality Indicators Index (PQI)

The Prevention Quality Indicators index (PQI) was developed by the Agency for Healthcare Research and Quality (AHRQ). The AHRQ model was applied to quantify the PQI within the Cleveland Clinic market and Ohio. The PQI index identifies potentially avoidable hospitalizations for the benefit of targeting priorities and overall community health.

The quality indicator rates are derived from inpatient discharges by zip code using ICD diagnosis and procedure codes. There are 14 quality indicators. Lower index scores represent fewer admissions for each of the PQIs.

- ✓ PQI scores in the Lakewood Hospital community are at or above Ohio PQIs for all factors. Table 3 illustrates the areas in which the Lakewood Hospital community has substantially higher rates than Ohio.

- ✓ The chronic obstructive pulmonary disease (COPD) PQI in the Lakewood Hospital community is nearly double that of Ohio. Additional PQI scores higher in the Lakewood Hospital community compared to Ohio include: adult asthma, congestive heart failure and diabetes (see Table 3).

Prevention Quality Indicators (PQI)	Lakewood Service Area	Ohio	Difference
Chronic Obstructive Pulmonary Disease (COPD)	5.54	3.09	+2.45
Adult Asthma	3.70	1.99	+1.71
Congestive Heart Failure	6.28	4.66	+1.62
Diabetes Long-Term Complications	2.23	1.24	+0.99

Table 3   Source: Ohio Hospital Association Data – Calculations by Tripp Umbach

Disease Prevalence, Health Behaviors & Penetrating Trauma

Data for disease prevalence and health behaviors were obtained from the 2010 Behavioral Risk Factor Surveillance System. The Behavioral Risk Factor Surveillance System (BRFSS) is a state-based system of health surveys that collects information on health risk behaviors, preventive health practices and healthcare access primarily related to chronic disease and injury. BRFSS data were provided by Thomson Reuters.

- ✓ All disease prevalence rates within the Lakewood Hospital community are consistent with or below statewide prevalence rates within Ohio.

  - For example, prevalence of all heart-related diseases is much less in the Lakewood Hospital community as compared with Cuyahoga County or Ohio.
  - The Lakewood Hospital community has lower rates of most cancer types and lung-related diseases than Cuyahoga County or Ohio.

- ✓ The Lakewood Hospital community shows lower rates of high blood pressure and depression as compared to Cuyahoga County and Ohio.

- ✓ The Lakewood Hospital community shows higher rates of obese citizens, citizens who smoke and citizens with chemical dependency compared to Cuyahoga County and Ohio.

  - The prevalence of chemical dependency in the Lakewood Hospital community (7.60) is substantially greater compared to Ohio (3.06) and Cuyahoga County (4.75).

Tripp Umbach collected statistical data from the Ohio Trauma Registry, also known as OTR, a Division of Emergency Medical Services within the Ohio Department of Public Safety. The data refers to all trauma cases resulting in severe injury occurring in Ohio during 2010. OTR trauma data provides the ability to quantify the overall frequency of trauma cases by occurrence type. There are five types of trauma quantified by OTR: asphyxia, blunt, burns, penetrating and "other". The consultants identified the percentage of penetrating traumas compared to the overall number of trauma cases in a zip code defined hospital community. Trauma incidence is based on residence zip code, not the location of treatment. The resulting percentage provides a secondary data source quantifying the number of violent traumas related to a foreign object or shattered bone.

✓ Usually, penetrating trauma occurs in violent crime or armed combat, penetrating injuries are commonly caused by gunshots and stabbings. The Lakewood Hospital community has one of the lowest penetrating trauma rates (4.3%) of all Cleveland Clinic hospital communities. The rate for Lakewood Hospital is also much lower than Cuyahoga County (8.7%) and Ohio (6.7%).

Additional data and greater detail related to the secondary data analysis of the Lakewood Hospital community is available in Appendix B.

<u>Demographic Profile</u>

The Lakewood Hospital community was defined as a zip code geographic area based on 80% of the hospital's inpatient volumes. The Lakewood Hospital community consists of four zip code areas within Cuyahoga County (see Figure 2).

Lakewood Hospital Community Geographic Definition

Figure 2
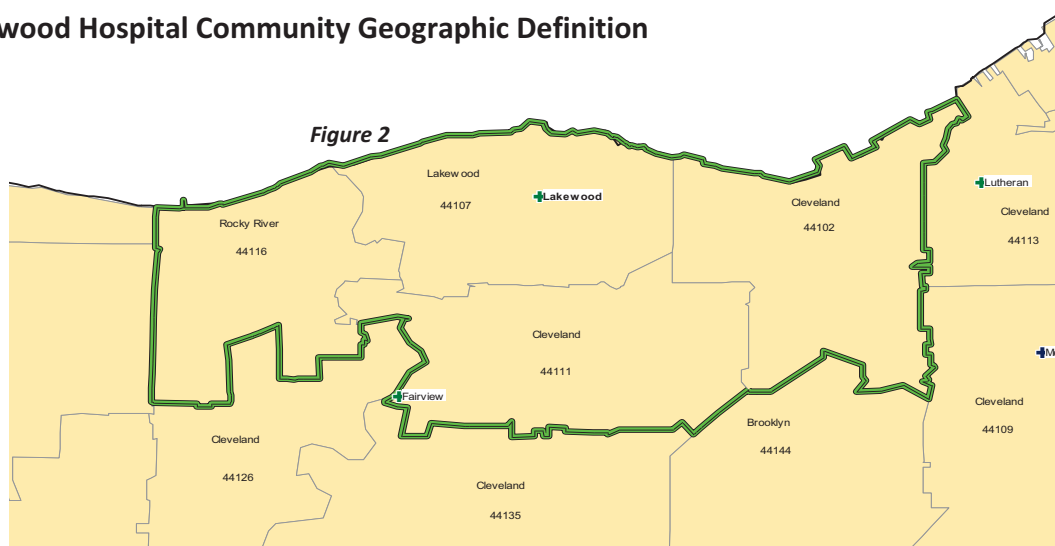
<u>Demographic Profile – Key Findings:</u>

✓ Hospital community is defined as a zip code geographic area based on 80% of the hospital's inpatient volumes. The Lakewood Hospital community is comprised of four zip code communities in Cuyahoga County.

✓ Gender, Age, Educational Attainment, Unemployment Rate and Insurance Status within the Lakewood Hospital community are consistent with Cuyahoga County and Ohio.

✓ The Hispanic population in the Lakewood Hospital community (13%) is greater compared to Cuyahoga County (4.4%) and Ohio (2.7%). The Lakewood Hospital community Hispanic population is the second highest among Cleveland Clinic hospitals, behind the Lutheran area (23.3%).

✓ There are also more families with children and parents either single or married, living in poverty in the Lakewood Hospital community as compared to Cuyahoga County and Ohio.

✓ Average and median household income levels within the Lakewood Hospital community are consistent with Cuyahoga County and Ohio.

✓ The Lakewood Hospital community unemployment rate (8.4%) is slightly lower than Cuyahoga County (8.9%) and the national rate (approximately 9%), but higher than Ohio (7%).

Key Stakeholder Interviews

Tripp Umbach worked collaboratively with the Lakewood Hospital executive leadership project team to develop a comprehensive list of community stakeholders. Stakeholders were selected based on their involvement within the community and their participation in overall community health. The following qualitative data were gathered during individual interviews with 12 stakeholders of the Lakewood Hospital community. Each interview was conducted by a Tripp Umbach consultant and lasted approximately 60 minutes. All respondents were asked the same set of questions developed by Tripp Umbach and reviewed by the Lakewood Hospital executive leadership project team (see Appendix C).

The 12 stakeholders identified the following problems and/or barriers as preventing the residents of the Lakewood Hospital community from achieving their vision of a healthy community. A high-level summary of community health issues identified by community stakeholders include:

- ❑ **CUTS IN FUNDING FOR BASIC SERVICES**
  - ✓ Ohio is one of 46 states and the District of Columbia that have had to cut their state budget since 2008. Similar to many communities in Ohio, the Lakewood Hospital communities have felt the decrease in state budget through funding cuts locally. Stakeholders are concerned about the stability of the infrastructure in their communities due to the decrease in resources, a lack of community planning and direction and the small size of their communities. Stakeholders mentioned an aging housing stock that is falling into disrepair and a poor transportation system as the focal points of their concerns. Housing that remains in disrepair lowers the property value of surrounding properties, costs the city money and generally is a negative impact on overall community health due to increased criminal activity, fires and debris. Additionally, poor public transportation in a weak economy can limit the economic viability of a community due to residents not being able to get to and from available jobs resulting in an increase in unemployment and a decrease in revenue.

- ❑ **WEAK ECONOMY**
  - ✓ Tough economic times have negatively impacted a majority of American cities. Cleveland is not excluded from the impact of a weak economy. The weakened economy of Ohio has impacted communities in the Lakewood Hospital community by limiting the resources available to develop their economies. Participants believe the weak economy, lack of economic development, absence of resources, and rise in unemployed residents has caused a dearth of available jobs that offer a living wage. As a result, many residents are losing their assets, living on unemployment and the poverty rate is rising.

❑ **ACCESS TO CARE**
  ✓ Healthcare costs in the United States have risen continuously since 1960 due to, among other factors, marked advancements in technology. During that time, the cost of healthcare in the Lakewood Hospital community has also risen as local hospitals have gained access to newer and better technologies. The high cost of healthcare, coupled with a lack of transportation limits residents' access to primary and preventive healthcare, increasing residents' risk of illness and perpetuating the chronic illness that already exists in the community. Additionally, residents will soon be faced with deciphering healthcare reform which could pose additional barriers to residents accessing healthcare. Stakeholders were concerned about the overall well-being of their communities due to the prevalence of chronic diseases, mental illness, substance abuse and elderly isolation. These factors coupled with the lack of access to healthcare could cause the overall health of stakeholders' communities to further decline.

Barriers to a healthy community were addressed during the interview, as respondents were encouraged to describe a healthy community. There were two themes identified upon review of the stakeholders' collective definitions of a healthy community. These were: Access to healthcare and health education and abundant resources to meet the needs of residents.

❑ **ACCESS TO HEALTHCARE AND HEALTH EDUCATION: was identified by seven stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to residents' access to healthcare and health education that a healthy community should have:**
  ✓ Knowledge and services to promote residents' awareness about healthy living
  ✓ Access to basic healthcare and wellness programs including when residents are ill
  ✓ Adequate healthcare facilities and institutions that are easily accessible
  ✓ Physicians that are readily available to residents
  ✓ Access to preventive healthcare
  ✓ An environment that is supportive of healthy habits

❑ **ABUNDANT RESOURCES TO MEET THE NEEDS OF RESIDENTS: were identified by six stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to the abundance of resources a healthy community should have:**
  ✓ Good resources and be responsive to the needs of its residents
  ✓ Equitable access to available resources enabling people to do for themselves
  ✓ The ability to offer residents a good quality of life

- ✓ Opportunities to thrive and survive individually and collectively
- ✓ Key institutions willing and able to address the community's needs
- ✓ The presence of schools, churches and recreational opportunities
- ✓ The ability to offer a wide variety of resources to the residents of the community

Additional data and greater detail related to the Lakewood Hospital community Key Stakeholder Interviews is available in Appendix C.

Focus Groups with Community Residents

Tripp Umbach facilitated three focus groups with residents in the Lakewood Hospital community service area. Top community concerns include: reduced funding for services, access to information, poor mental health and inadequate community services. Approximately 40 residents from the Lakewood Hospital community participated in the focus groups each providing direct input related to top community health needs of themselves, their families and communities.

The goal of the focus group process is that each participant feels comfortable and speaks openly so that they contribute to the discussion. It was explained to participants that there are no wrong answers, just different experiences and points of view. This process ensures that each participant shares their experiences from their point of view, even if it is different from what others have said. Specifically, focus group participants were asked to identify and discuss what they perceived to be the top health issues and/or concerns in their communities. The focus group process gathers valuable qualitative and anecdotal data regarding the broad health interests of the communities served by the medical facilities within the service area of Lakewood Hospital. Focus group input is subject to the limitations of the identified target populations (i.e., vocabulary, perspective, knowledge, etc.) and therefore is not factual and inherently subjective in nature. What follows is a collective summary of the substantial issues and concerns that were discussed by at least two of the three focus group audiences.

The three focus group audiences were:
- ✓ Independent Living Seniors
  - • Conducted at The Lakewood Library (Lakewood, OH)
- ✓ Low-Income Residents
  - • Conducted at North Coast Health Ministry (Lakewood, OH)
- ✓ Mental Health Providers
  - • Conducted at the Women's Pavilion at Lakewood Park (Lakewood, OH)

Key high-level themes from all three focus groups include:

- ❑ **NEED FOR COLLABORATION AT ALL LEVELS**
    Group participants believe the need for collaboration at all levels in the community has caused ineffective dissemination of information and gaps in service provision leading residents to be confused, misinformed, unaware and underserved.

    - ✓ ***Ineffective dissemination of information:*** Focus group participants stated, while information is disseminated throughout the community, the dissemination methods are ineffective because many residents are not aware of available events, programs and services. Ineffective

dissemination of information causes confusion, misinformation and lack of awareness, and an absence of resident participation in available events, programs and services.

✓ ***Gaps in service provision:*** Group participants felt there are gaps in available services due to a lack of communication and the absence of a formal connection between service providers in the Lakewood Hospital community. The result of which are the difficulties residents experience when trying to navigate the network of available community services. Participants felt that the gaps in service provision have caused residents that have multiple needs to be underserved.

❑ **NEED FOR TRANSPORTATION AND OTHER BASIC SERVICES**

Focus group participants perceive a lack of adequate community services due to funding cuts in the areas of transportation, mental health and emergency room services causing a decrease in mobility, financial resources, physical health and mental health.

✓ ***Funding cuts:*** The state has cut its budget causing funding cuts in local communities. Participants stated the impact of recent funding cuts have been the closing of community-based organizations, elimination of services and reduction in the number of clients that can be served. Recent funding cuts have caused an overall reduction in community services that are available to meet the needs of residents resulting in unmet needs.

✓ ***Transportation:*** Focus group participants believe transportation is not always readily accessible or convenient due to the elimination of the circular bus services and reduction in RTA bus routes. Overall, the absence of readily accessible convenient transportation causes limited mobility, an increase in health risks and a decrease in productivity, financial resources and participation in available events, programs and services.

✓ ***Mental health services:*** Participants indicated that mental illness is prevalent and there is a lack of mental health services available in the community. Participants believe the perceived gaps in mental health services is due to an absence of client-centered regulations and translation services, as well as lengthy waiting lists, program closures and

a lack of resources. The lack of mental health services limits residents' access to necessary evaluations, psychotropic medications, and therapeutic and residential treatments.

✓ ***Emergency services:*** Participants expressed concerns about emergency room services available in the community due to lengthy wait times and current emergency mental health services. Waiting for emergency services can often take two or three hours causing community residents discomfort. Additionally, mental health services provided in local emergency rooms often leave mentally ill patients isolated for long periods of time which can further exasperate some symptoms of mental illness.

Additional data and greater detail related to the Lakewood Hospital community Focus Groups is available in Appendixes D - F.

Conclusions

The majority of community needs identified through the Lakewood Hospital community health needs assessment process are not related to the provision of traditional medical services provided by community hospitals. However, the top needs identified in this assessment do "translate" into a wide variety of health-related issues that may ultimately require hospital services. For example, a shortage of mental health services limits residents' access to necessary evaluations, psychotropic medications, therapeutic and residential treatments. Limited primary and prevention services increase the potential for risk to the overall well-being and health of patients and the community.

The prevalence of chemical dependency within the Lakewood Hospital community is substantially greater compared to Cuyahoga County and Ohio. All three focus group audiences felt there are gaps in available services due to a lack of communication and the absence of a formal connection between service providers in the Lakewood Hospital community. The result of which are the difficulties residents experience when trying to navigate the network of available community services. Community stakeholders believe the Lakewood Hospital community's weak economy, limited economic development, limited resources, and rise in unemployed residents has caused a dearth of available jobs that offer a living wage. As a result, many residents are losing their assets, living on unemployment and the poverty rate is rising, leading to unmet needs. Community stakeholders believe the availability of health-related educational programs and communications is a significant component to the definition of a healthy Lakewood Hospital community. Although existing programs attempt to serve the community health needs of its citizens, the need to coordinate existing efforts among community resources will ultimately lead to more effective utilization of current healthcare services.

Additional data and greater detail related to an inventory of available resources within the community that may provide programs and services to meet such needs is available in Appendix G.

Lakewood Hospital, working closely with community partners, understands that the community health needs assessment document is only a first step in an ongoing process. To this end, the next phase of the community health needs assessment may include the following next steps:

❑ **Internal Communication:** Widely communicate the results of the community health needs assessment document to Lakewood Hospital and Cleveland Clinic Health System staff, providers, leadership and boards.

❑ **External Communication**: Widely communicate the results of the community health needs assessment document to community residents through multiple outlets such as: local media, neighborhood associations, community-based organizations, faith-based organizations, schools, libraries and employers.

APPENDIX A:

Lakewood Hospital Community Key Stakeholder Organizations

Key Stakeholder Organizations

Representatives from the following community based organizations provided detailed input during the community health needs assessment process:

- ❑ City of Lakewood (Local Government)
- ❑ Sun News (News and Media)
- ❑ North Coast Health Ministry (Health Care Provider)
- ❑ Lakewood Office of Aging (Service Organization)
- ❑ Rocky River Office of Aging (Service Organization)
- ❑ Recovery Resource (Health Care Provider)
- ❑ Near West Theatre (Community Organization)
- ❑ Lakewood Fire Department (Community Resource)
- ❑ Lakewood Senior Health Campus (Health Care Provider)
- ❑ Rocky River Presbyterian Church (Religious Organization)
- ❑ Family Health Doctor (Health Care Provider)

APPENDIX B:

Lakewood Hospital Community Secondary Data Profile

Lakewood Service Area Community Health Needs Profile

Contents

- Overview of Secondary Data Methodology
- Key Points
- Demographic Profile
- Community Need Index (CNI)
- Disease Prevalence
- Prevention Quality Indicators Index (PQI)
- Penetrating Trauma Data
- Health Behavior Profile

Overview of Secondary Data Methodology

- Tripp Umbach obtained information on the health status and socioeconomic/environmental factors related to health and needs of residents of multi-community service areas comprising each of the Cleveland Clinic Hospitals.
- Example data sources included the Behavioral Risk Factor Surveillance System (BRFSS), Community Need Index (CNI), Prevention Quality Indicators Index (PQI), Healthy People 2020, Ohio Trauma Registry (OTR) and other existing data sources.
- The process developed accurate comparisons to the state baseline of health measures utilizing the most current validated data.

Overview of Key Data Sources

Community Need Index (CNI)

- In 2005 Catholic Healthcare West, in partnership with Thomson Reuters, pioneered the nation's first standardized Community Need Index (CNI). CNI was applied to quantify the severity of health disparity for every zip code in Ohio based on specific barriers to healthcare access.

- Because the CNI considers multiple factors that are known to limit health care access, the tool may be more accurate and useful than existing assessment methods in identifying and addressing the disproportionate unmet health-related needs of neighborhoods.

- The five prominent socio-economic barriers to community health quantified in CNI include: Income, Culture/Language, Education, Insurance, and Housing.

- CNI quantifies the five socio-economic barriers to community health utilizing a 5 point index scale where 5 indicates the greatest need and 1 indicates the lowest need.

- A CNI score above 3.0 will typically indicate a specific socio-economic factor impacting the communities access to care.

Overview of Key Data Sources

Prevention Quality Indicators Index (PQI)

- The Prevention Quality Indicators index (PQI) was developed by the Agency for Healthcare Research and Quality (AHRQ). The AHRQ model was applied to quantify the PQI within the Cleveland Clinic market and Ohio. PQI is similarly referred to as Ambulatory Care Sensitive Hospitalizations.

- The quality indicator rates are derived from inpatient discharges by zip code using ICD diagnosis and procedure codes. There are 14 quality indicators.

- The PQI index identifies potentially avoidable hospitalizations for the benefit of targeting priorities and overall community health.

- Lower index scores represent less admissions for each of the PQIs.

Community Demographic Profile

❑ **Hospital community** is defined as a zip code geographic area based on 80% of the hospital's inpatient volumes. The Lakewood Hospital community is comprised of 4 zip code communities in Cuyahoga County.

❑ **Gender, Age, Educational Attainment, Unemployment Rate and Insurance Status within the Lakewood Hospital community** are consistent with regional counties and Ohio.

❑ **The Hispanic population in the Lakewood Hospital community (13%) is greater** compared to Cuyahoga County (4.4%) and Ohio (2.7%). The Lakewood Hospital community Hispanic population is the second highest among Cleveland Clinic hospitals, behind the Lutheran area (23.3%).

❑ There are also **more families with children, parents either single or married, living in poverty** in the Lakewood Hospital community as compared to the regional counties and Ohio.

❑ **Average and median household income** levels within the Lakewood Hospital community are consistent with Cuyahoga County and Ohio.

❑ **The Lakewood Hospital community unemployment rate** (8.4%) is slightly lower than Cuyahoga County (8.9%) and the national rate (approximately 9%), but higher than Ohio (7%).

Lakewood Hospital – Community Map
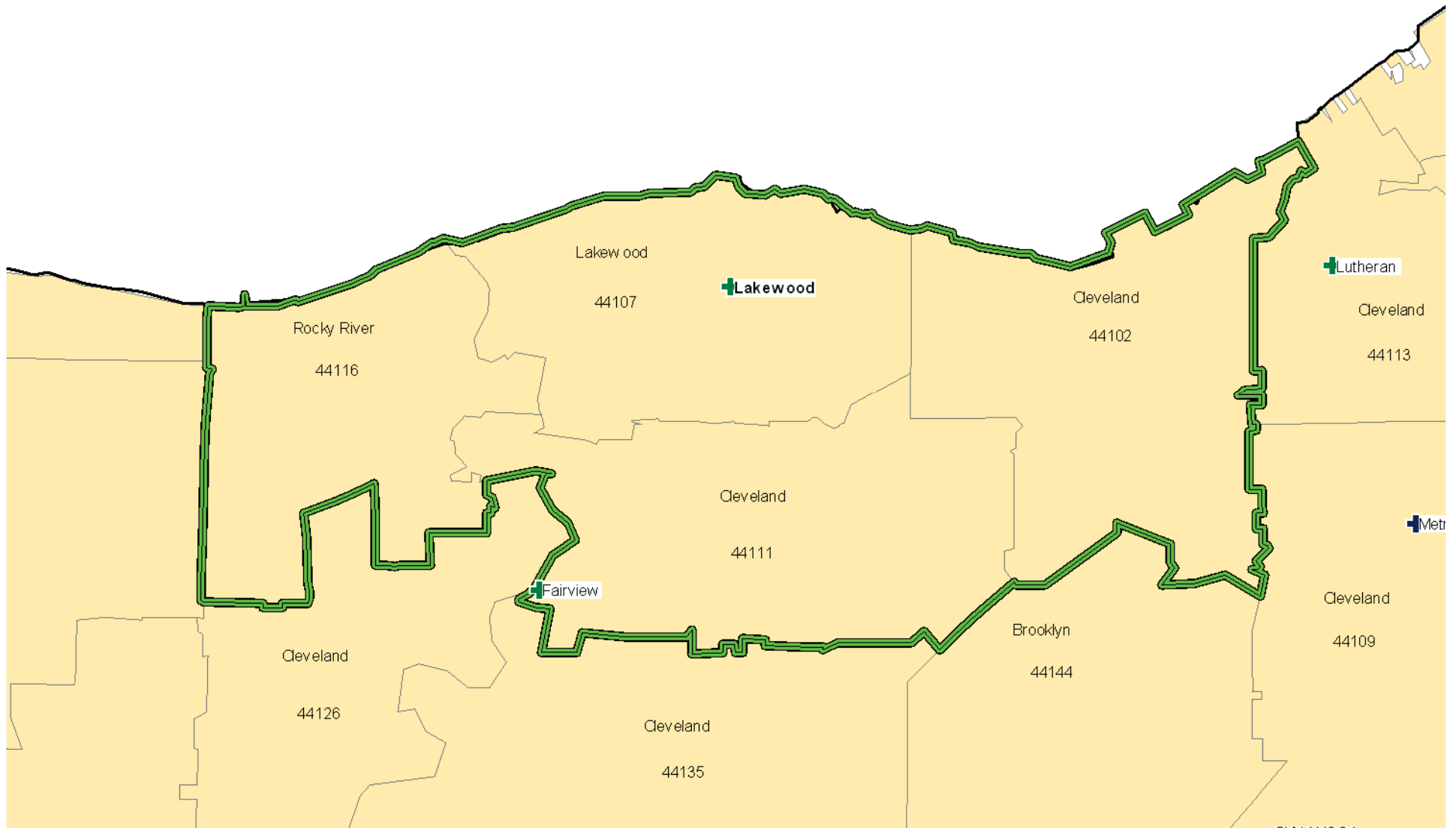
Key Points – Community Needs in the Lakewood Hospital Community

❑ **The Hispanic population in the Lakewood Hospital community (13%) is greater** compared to Cuyahoga County (4.4%) and Ohio (2.7%). The Lakewood Hospital community Hispanic population is the second highest among Cleveland Clinic hospitals, behind the Lutheran area (23.3%).

❑ **Access to care and socio economic factors are barriers to community health.**
  ❑ Clark – Fulton (44102) has the highest rates in the Lakewood Hospital community for all measures used in the community need index; highest unemployment, uninsured, citizens living in poverty, etc.

❑ **The number of families and adults 65 and older living in poverty is a barrier to community health.**
  ❑ Clark – Fulton (44102) has the highest level of citizens 65 years and older living in poverty and individuals, either single or married, with children living in poverty.

❑ **A closer look at Clark – Fulton (44102) reveals the highest unemployment and uninsured** rates, percentage of minorities, percentage of individuals with limited English proficiency and individuals living in poverty within the Lakewood Hospital community.

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Key Points – Community Needs in the Lakewood Hospital Community

❑ **Prevalence of all heart and lung related diseases is much less** in the Lakewood Hospital community as compared with Cuyahoga County or Ohio.
- ❑ Coronary Heart Disease, Heart Attack, Angina, Congestive Heart Failure and Hypertension
- ❑ Chronic Bronchitis, Emphysema and Asthma

❑ The only disease in which the Lakewood Hospital community **shows a higher prevalence rate for when compared to Ohio is liver conditions.**

❑ **The Lakewood Hospital community also shows lower rates of high blood pressure and depression** as compared to Cuyahoga County and Ohio.

❑ **However, the Lakewood Hospital community** shows higher rates of obese citizens, citizens who smoke and citizens with chemical dependency compared to Cuyahoga County and Ohio.

Key Points – Community Needs in the Lakewood Hospital Community

❏ **The following are the PQIs in which the Lakewood Hospital community has much higher rates than Ohio, indicating a greater number of avoidable hospitalizations:**
- ❏ Chronic Obstructive Pulmonary Disease (+2.45)
- ❏ Adult Asthma (+1.71)
- ❏ Congestive Heart Failure (+1.62)
- ❏ Diabetes Long-Term Complications (+0.99)

❏ **PQI scores in the Lakewood Hospital community are at or above Ohio PQIs for most factors.**

❏ **Lakewood Hospital has a low rate of penetrating traumas** (4.3%). The rate for Lakewood Hospital is much lower than Cuyahoga County (8.7%) and Ohio (6.7%).

Lakewood Hospital Community – Initial Reactions to Secondary Data

❑ The consultant team has identified the following data trends and their potential impact on the transition into the primary data collection of the Community Health Needs Assessment.

❑ Overall, the Lakewood Hospital community presents a unique challenge to hospital leadership. With CNI scores from 1.8 (very low need) to 4.8 (very high need), it is important to clearly understand the areas with higher need to best serve them. Topics such as high unemployment, poverty, and access to care will be addressed with appropriate community groups.

❑ CNI identifies specific higher need zip code areas relative to the overall Lakewood Hospital community. Identifying the needs of Clark – Fulton (44102) will be important. The Clark – Fulton area has the highest rates in the Lakewood Hospital community for all measures used in the community need index; highest unemployment, uninsured, citizens living in poverty, etc.

❑ The Lakewood Hospital community shows much higher rates of chemical dependency as compared to regional counties and Ohio.

Data Appendix

Demographics

Community Need Index (CNI)

Disease Prevalence

Prevention Quality Indicators Index (PQI)

Penetrating Trauma Data

Health Behavior Profile

Overview

Demographic Profile

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❑ **Average and median household income** levels within the Lakewood Hospital community are consistent with Cuyahoga County and Ohio.

❑ **The Lakewood Hospital community unemployment rate** (8.4%) is slightly lower than Cuyahoga County (8.9%) and the national rate (approximately 9%), but higher than Ohio (7%).
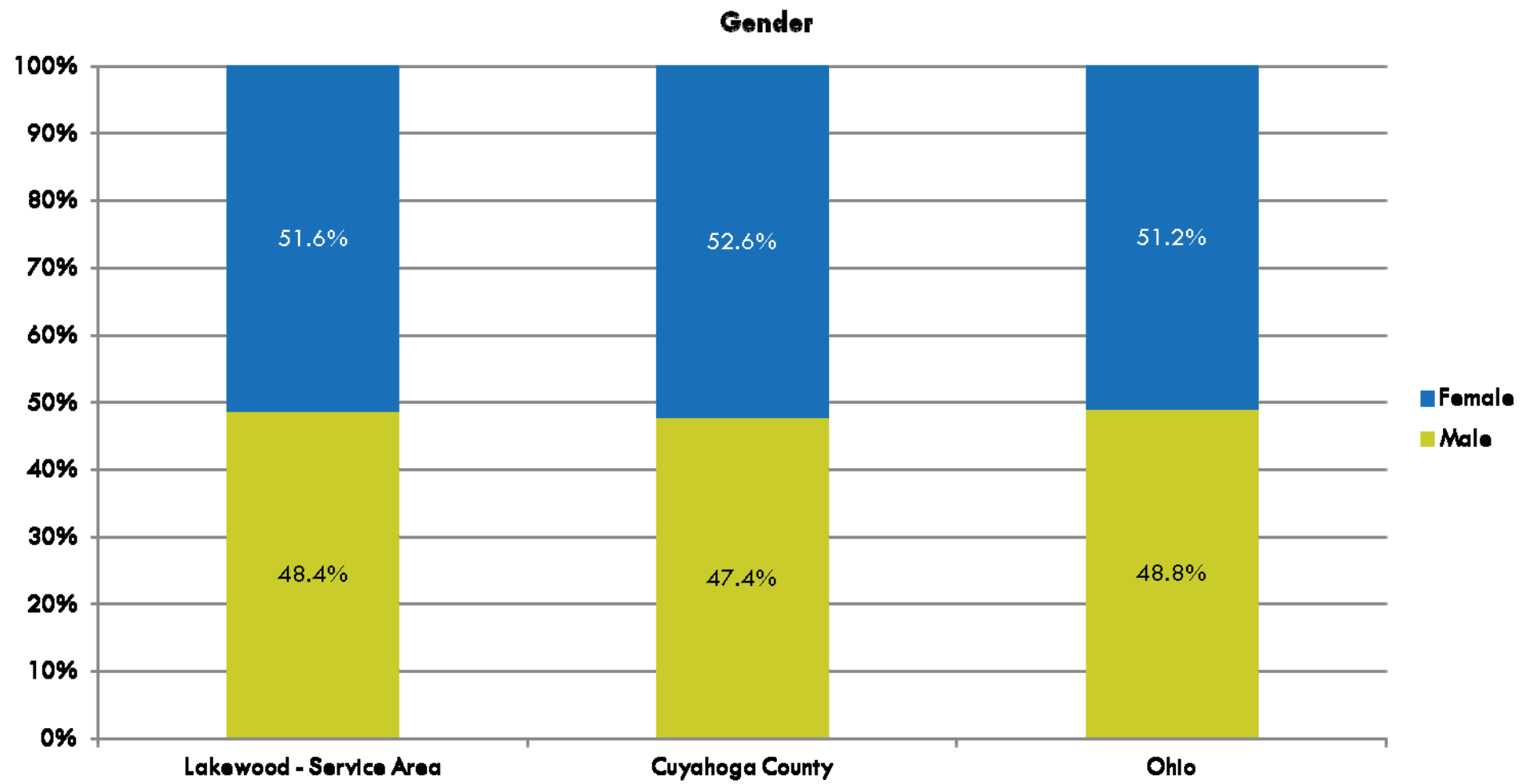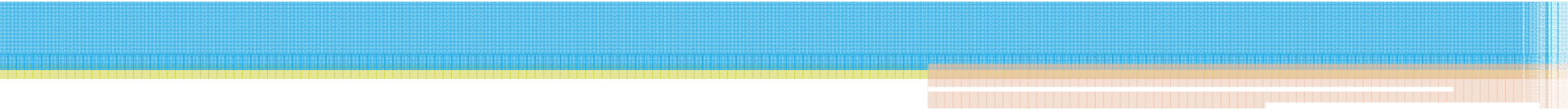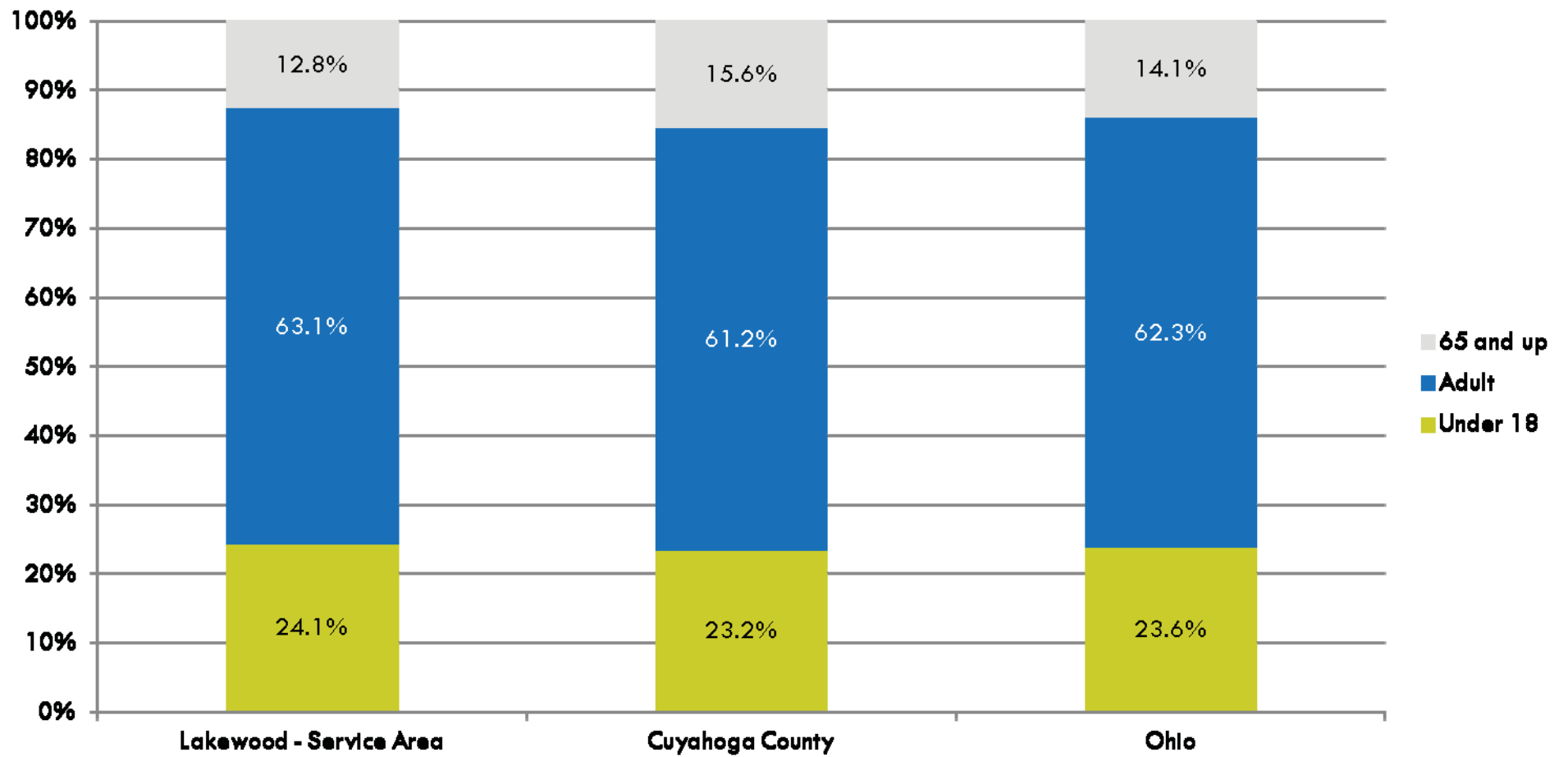
2010 demographic profile data provided by Thomson Reuters was based on projection data, compiled in calendar year 2011. Adjustments to population data based on 2010 US Census data made available to the public at the zip code level in 2012 does not result in any changes to the identified community needs within the Community Health Needs Assessment Report.

Population

Total Population	Lakewood Service Area	Cuyahoga County	Ohio
2000	172,653	1,400,071	11,353,136
2010	154,575	1,270,520	11,496,028
2015	145,037	1,199,339	11,471,127
Projected 5 year change (2010 – 2015)	-9,538	-71,181	-24,901

Source: Thomson Reuters

Gender

Source: Thomson Reuters

Age

Source: Thomson Reuters

Race

Source: Thomson Reuters
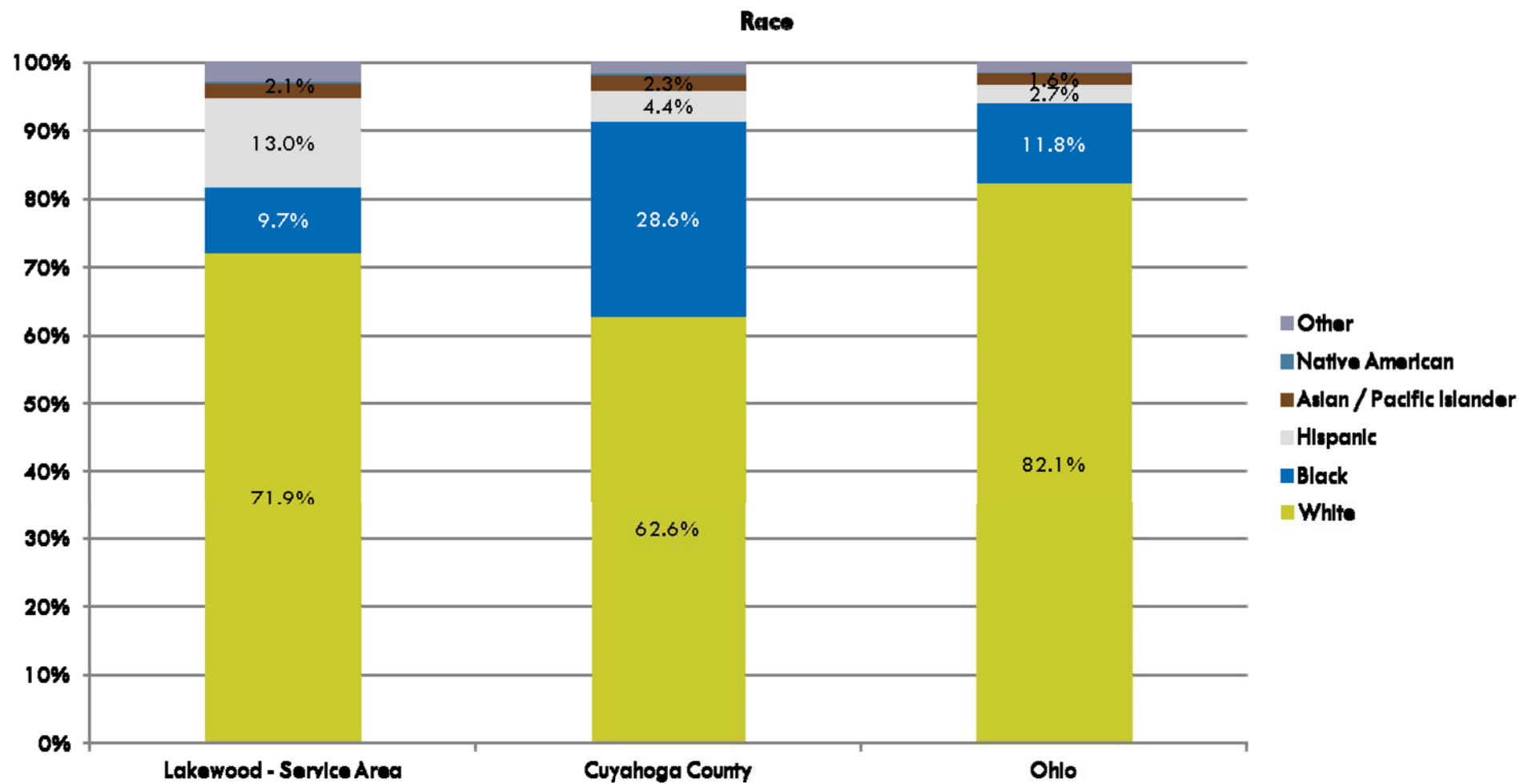
Educational Attainment
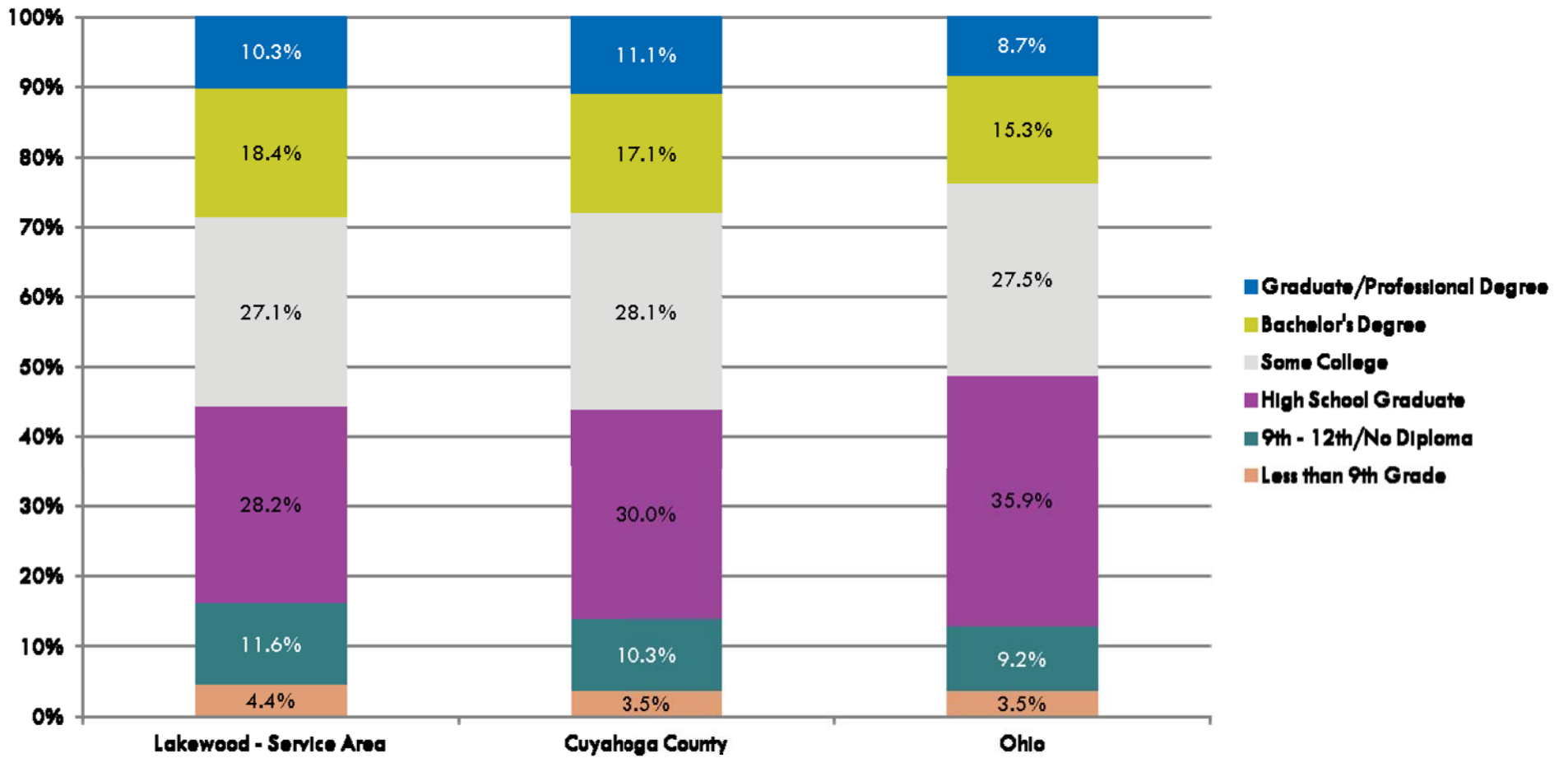
Source: Thomson Reuters

Household Income
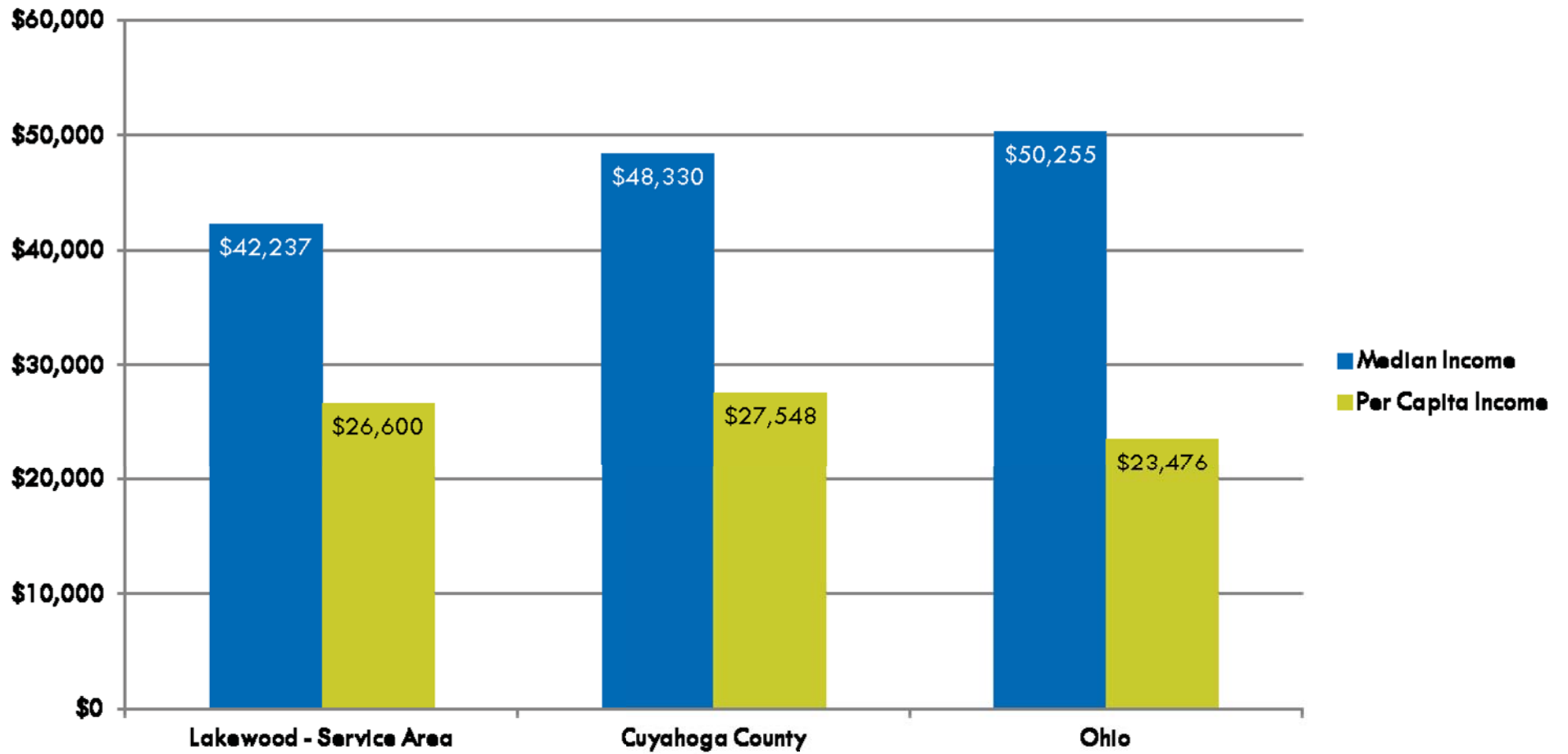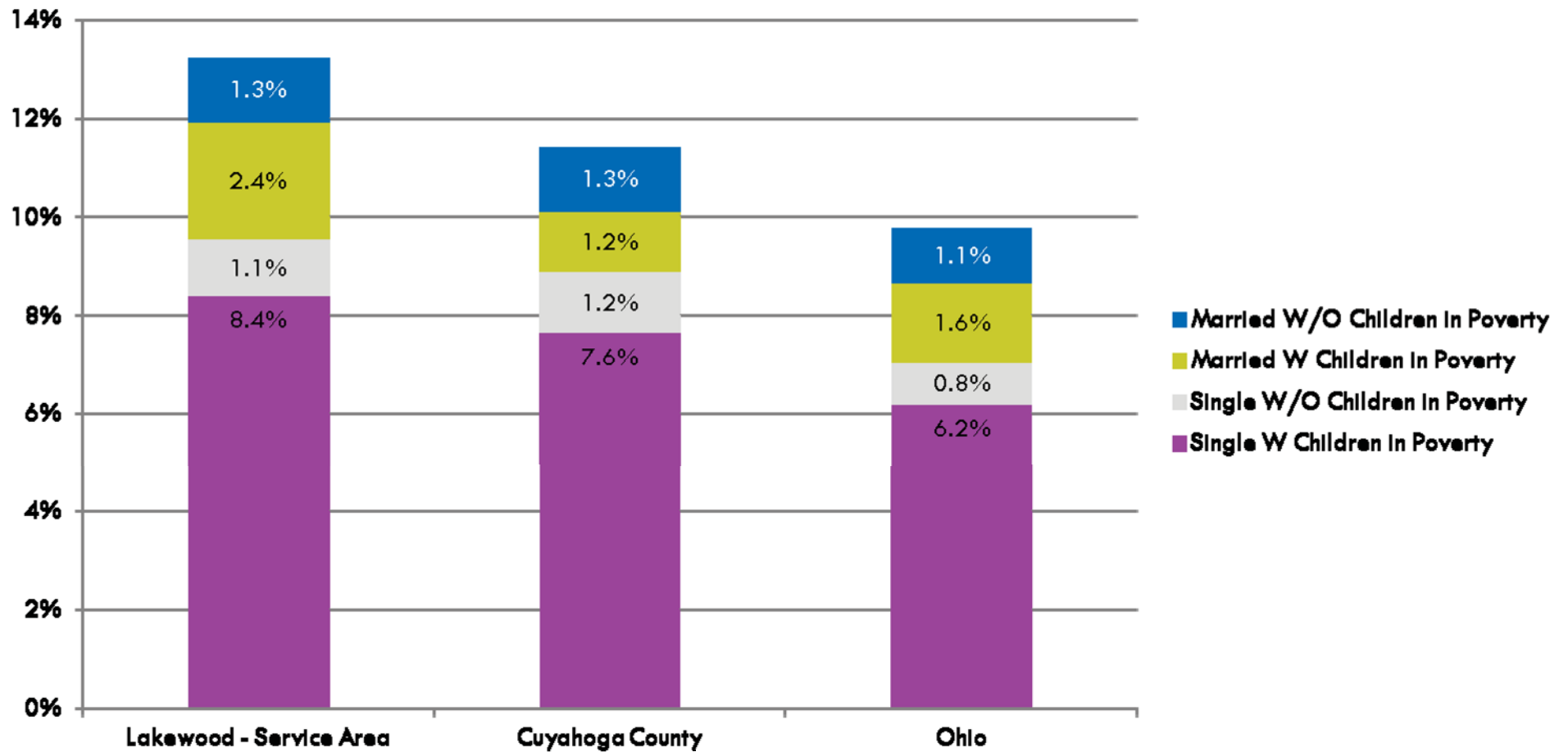
Source: Thomson Reuters

Household Status

Source: Thomson Reuters

Insurance Status
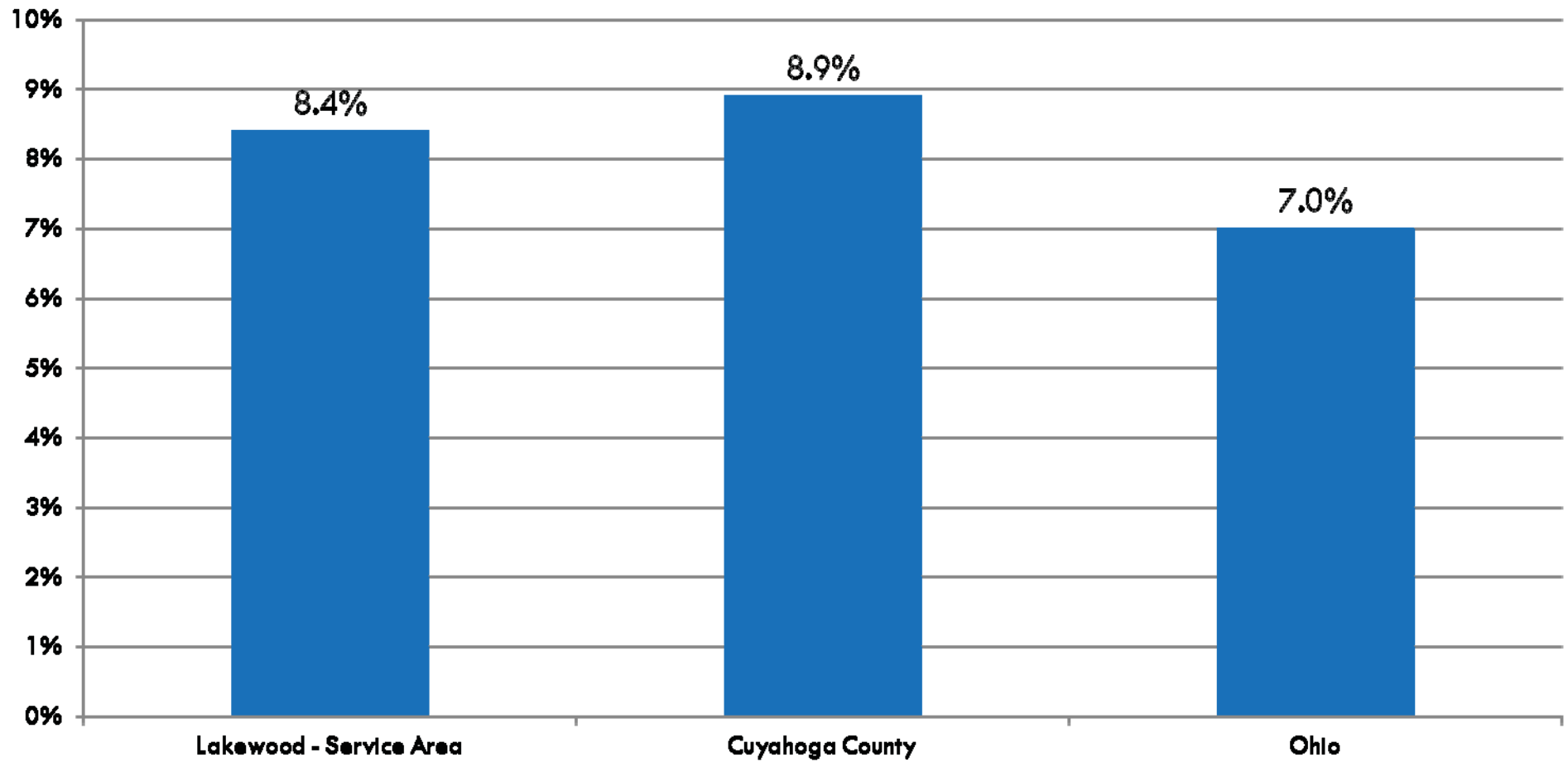
Source: *Thomson Reuters*
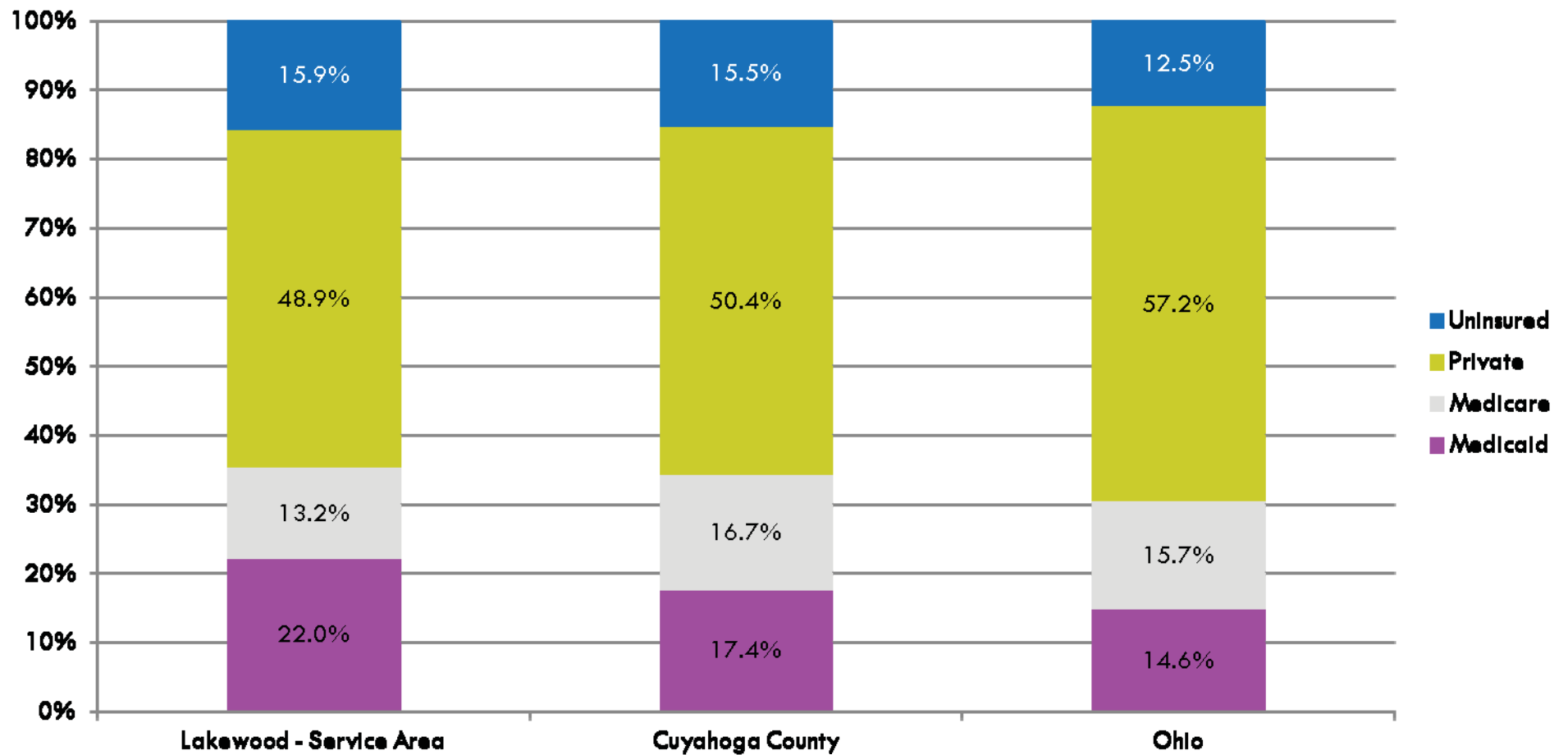
Average Work Commute (mins)

	Value
Lakewood - Service Area	24.2
Cuyahoga County	25.9
Ohio	24.9

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Source: Thomson Reuters
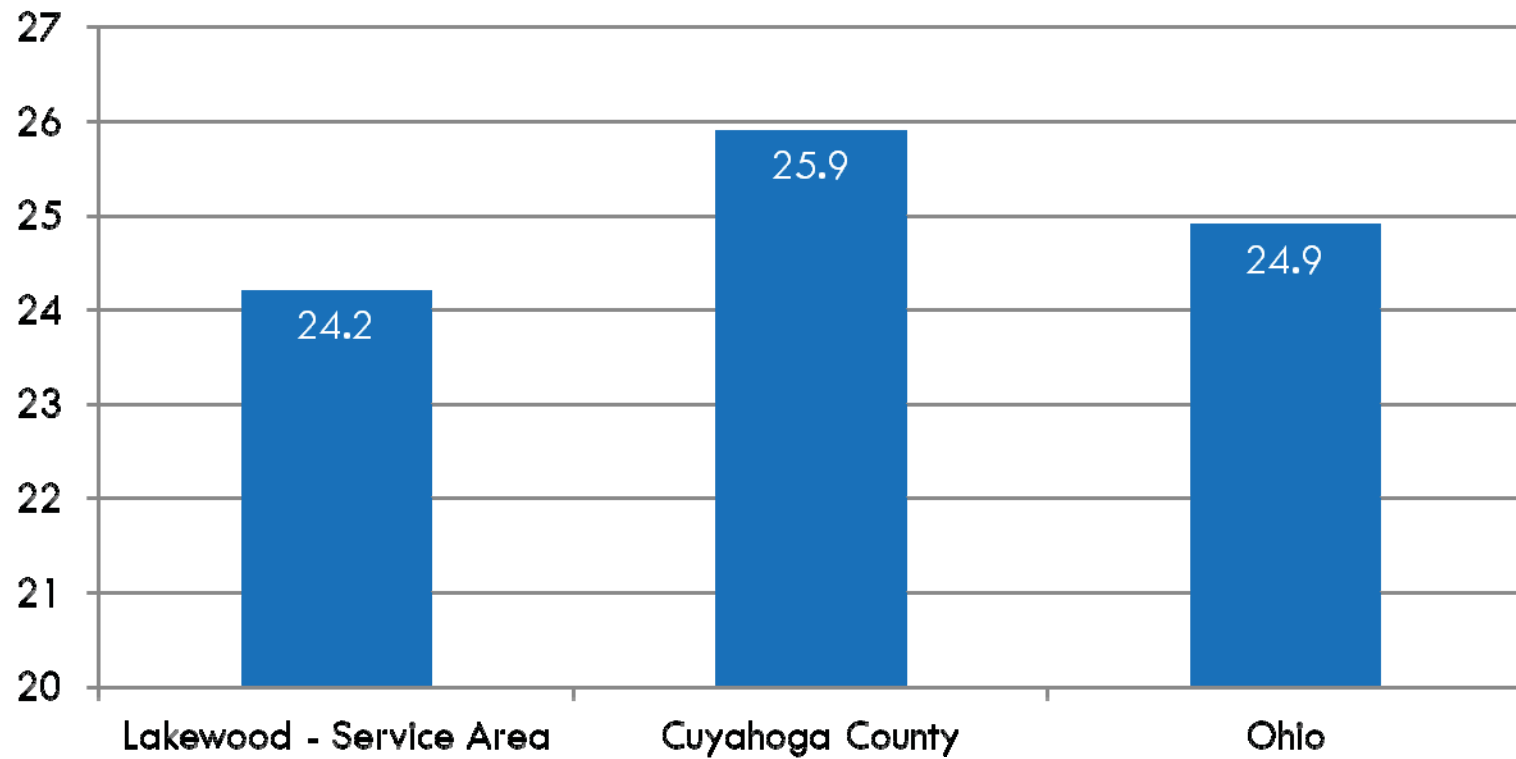
Overview

Community Need Index (CNI)

❑ **Access to care and socio economic factors are barriers to community health.**

    ❑ Clark – Fulton (44102) has the highest rates in the Lakewood Hospital community for all measures used in the community need index; highest unemployment, uninsured, citizens living in poverty, etc.

    ❑ In contrast, Rocky River (44116) has very low rates of unemployment (3.2%), uninsured (8.5%) and individuals living in poverty.

❑ **The number of families and adults 65 and older living in poverty is a barrier to community health.**

    ❑ Clark – Fulton (44102) has the highest level of citizens 65 years and older living in poverty and individuals, either single or married, with children living in poverty.

Community Need Index (CNI)

Five prominent socio-economic barriers to community health quantified in the CNI

- **Income Barriers** – Percentage of elderly, children, and single parents living in poverty

- **Cultural/Language Barriers** – Percentage Caucasian/non-Caucasian and percentage of adults over the age of 25 with limited English proficiency

- **Educational Barriers** – Percentage without high school diploma

- **Insurance Barriers** – Percentage uninsured and percentage unemployed

- **Housing Barriers** – Percentage renting houses

Assigning CNI Scores

To determine the severity of barriers to health care access in a given community, the CNI gathers data about the community's socio-economy. For example, what percentage of the population is elderly and living in poverty; what percentage of the population is uninsured; what percentage of the population is unemployed, etc.

Zip	City	County	Tot Pop	HH	Rental %	Unemp %	Uninsu %	Minor %	Lim Eng	No HS Dip	65+ Pov	M w/ Chil Pov	Sin w/ Chil Pov	Inc Rank	Insur Rank	Educ Rank	Cult Rank	Hous Rank	CNI Score
44102	Clark-Fulton	Cuyahoga	47,143	18,534	50.1%	14.6%	25.5%	54.4%	25.1%	29.4%	32.9%	19.0%	53.8%	5	5	4	5	5	4.8
44107	Lakewood	Cuyahoga	49,587	23,793	49.7%	5.5%	12.9%	11.1%	12.2%	8.0%	24.1%	5.8%	23.0%	3	3	1	2	5	2.8
44111	Kamm's Corner	Cuyahoga	39,450	16,781	30.6%	8.3%	14.1%	28.9%	15.5%	17.7%	26.7%	6.7%	30.3%	4	4	3	4	4	3.8
44116	Rocky River	Cuyahoga	18,395	8,826	27.3%	3.2%	8.5%	5.1%	10.3%	4.8%	13.1%	0.8%	9.6%	1	2	1	1	4	1.8
	Lakewood Hospital Community Summary		154,575	67,934	42.5%	8.4%	16.5%	28.1%	16.7%	16.0%	24.0%	8.6%	38.5%	4	4	3	4	5	4

Using this data, we assign a score to each barrier condition. A score of 1.0 indicates a zip code with the lowest socio-economic barriers (low need), while a score of 5.0 represents a zip code with the most socio-economic barriers (high need). The scores are then aggregated and averaged for a final CNI score (each barrier receives equal weight in the average).

A CNI score above 3.0 will typically indicate a specific socio-economic factor impacting the communities access to care.

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Source: Thomson Reuters

Community Need Index (CNI)

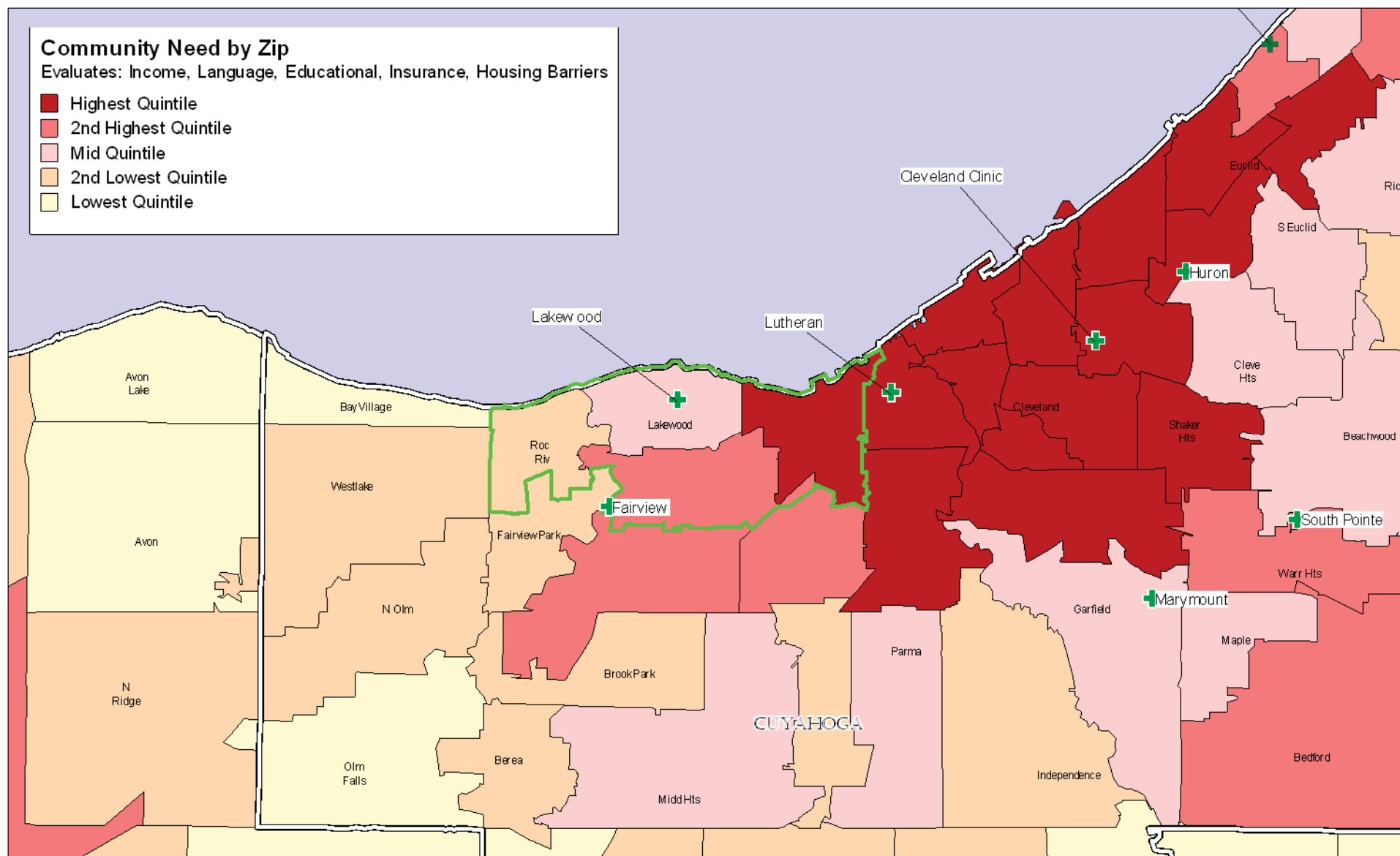| Zip	City	County	Inc Rank	Insur Rank	Educ Rank	Cult Rank	Hous Rank	CNI Score
44102	Clark-Fulton	Cuyahoga	5	5	4	5	5	4.8
44111	Kamm's Corner	Cuyahoga	4	4	3	4	4	3.8
44107	Lakewood	Cuyahoga	3	3	1	2	5	2.8
44116	Rocky River	Cuyahoga	1	2	1	1	4	1.8
Lakewood Hospital Community			**4**	**4**	**3**	**4**	**5**	**4.0**

- Clark – Fulton (44102) records the highest CNI score (greatest need) within the Lakewood Hospital community. At the same time, Rocky River (44116) has a CNI score of 1.8 (low need); both within the same Lakewood Hospital community.

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Source: Thomson Reuters

Community Need Index (CNI)

Zip	Tot Pop	HH	Rental %	Unemp %	Uninsu %	Minor %	Lim Eng	No HS Dip	65+ Pov	M w/ Chil Pov	Sin w/ Chil Pov	Inc Rank	Insur Rank	Educ Rank	Cult Rank	Hous Rank	CNI Score
44102	47,143	18,534	50.1%	14.6%	25.5%	54.4%	25.1%	29.4%	32.9%	19.0%	53.8%	5	5	4	5	5	4.8

- The CNI zip code summary provides the community hospital with valuable background information to begin addressing the community needs.

- A closer look at Clark – Fulton (44102) reveals the highest unemployment and uninsured rates, percentage of minorities, percentage of individuals with limited English proficiency and individuals living in poverty within the Lakewood Hospital community.

- The CNI provides greater ability to diagnose community need as it explores areas with significant barriers to health care access. The overall unemployment rate for the Lakewood Hospital community is 8.4%; below the national unemployment rate currently fluctuating around 9%. The unemployment rate in the Clark – Fulton (44102) area is 14.6%.; higher than the Lakewood Hospital community, Ohio (7.0%) and national levels (approximately 9.0%). 55

Source: Thomson Reuters

Lakewood Hospital – CNI Map

Community Need by Zip
Evaluates: Income, Language, Educational, Insurance, Housing Barriers

- Highest Quintile
- 2nd Highest Quintile
- Mid Quintile
- 2nd Lowest Quintile
- Lowest Quintile

Source: Thomson Reuters

Community Need Index
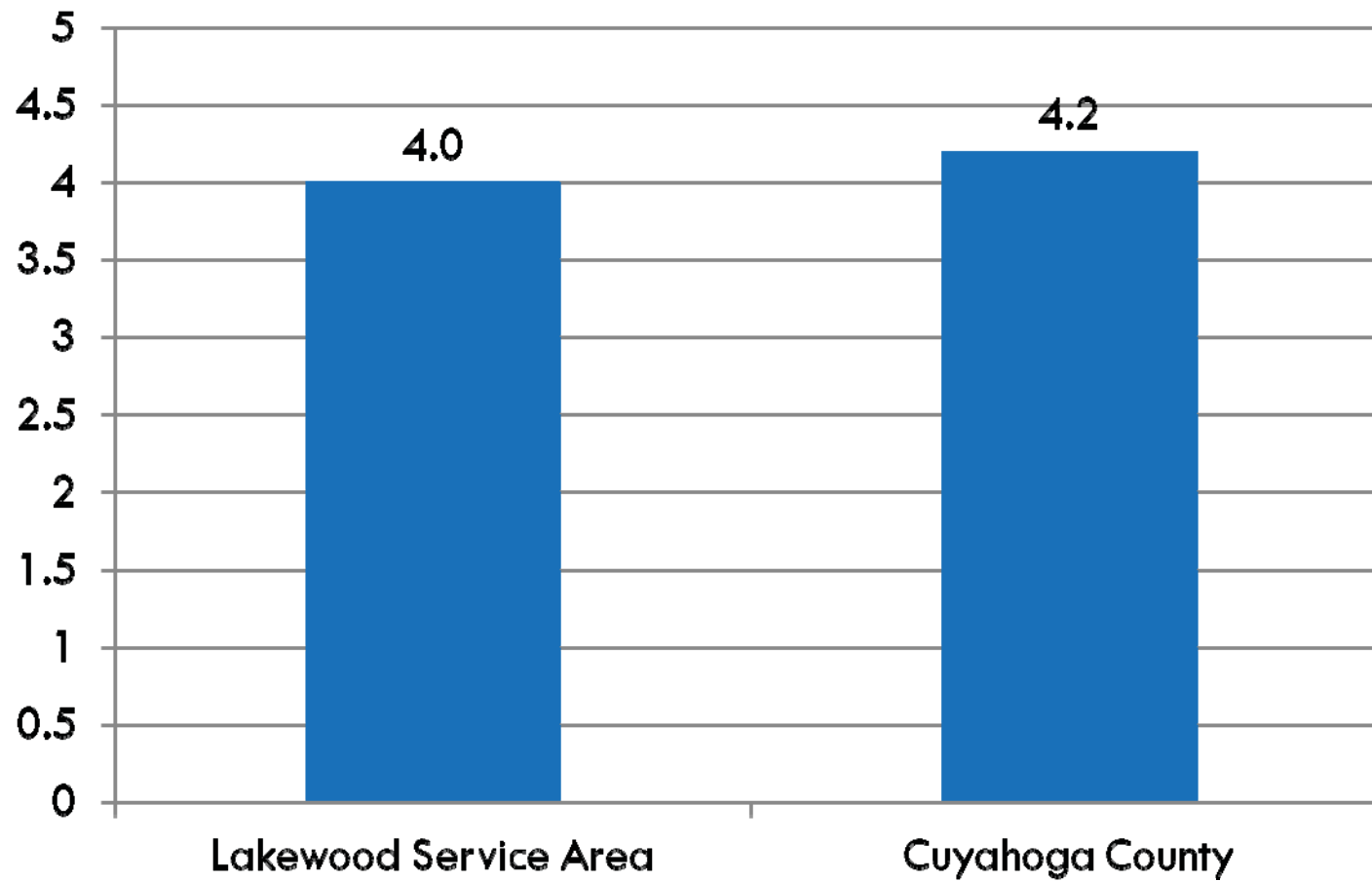
Lakewood Hospital community, as a whole, has a lower CNI score than Cuyahoga County.

Source: Thomson Reuters

Community Need Index - Hospital Communities
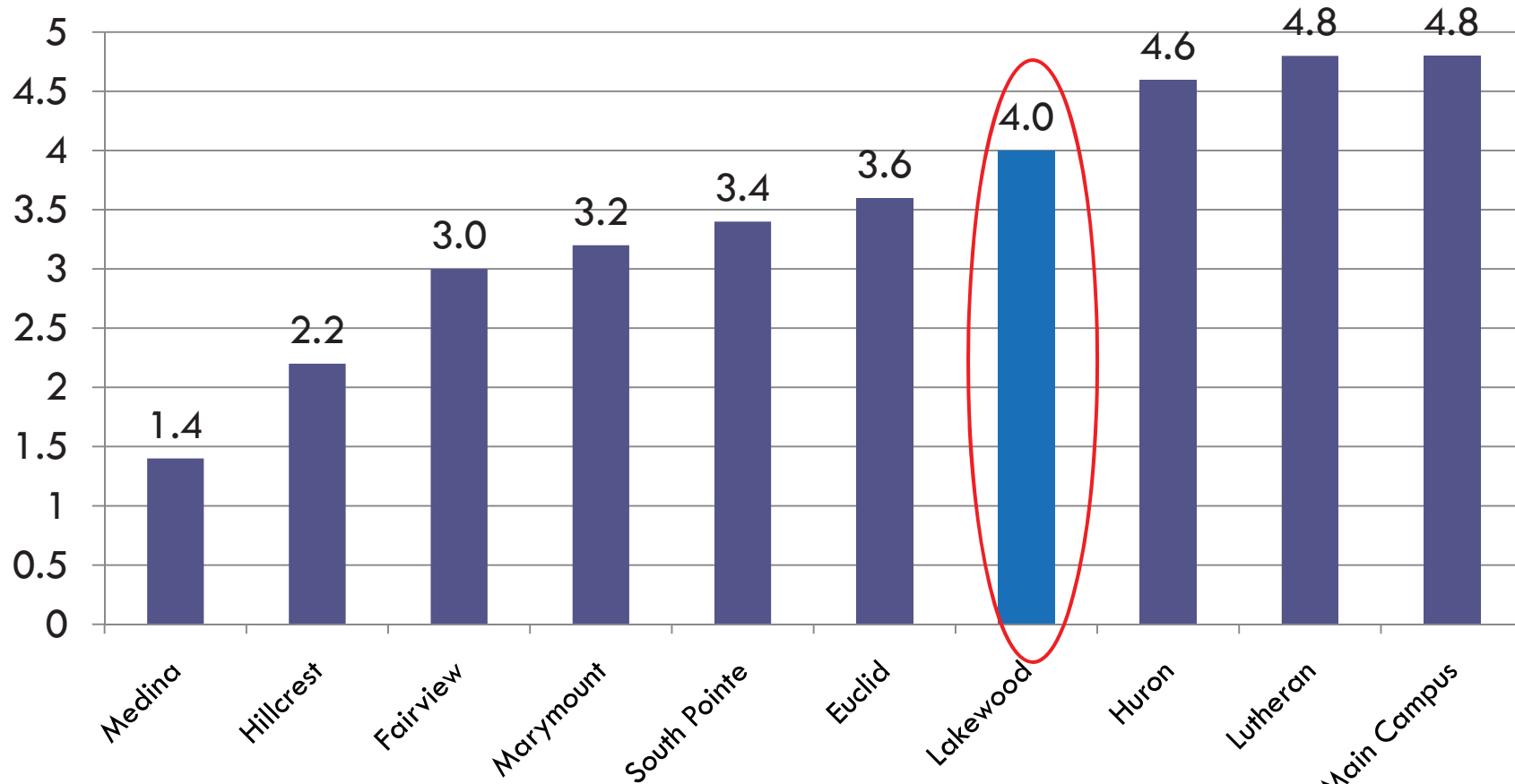
The CNI score for the Lakewood Hospital community is 4.0 out of the highest possible score of 5.0; indicating a high need for community health reform. However, there are other hospital communities with higher CNI scores and, therefore, a higher need (Huron, Lutheran and Main Campus).

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Source: Thomson Reuters

* community includes Children's Hospital and Children's Rehab.

Overview

Disease Prevalence Profile

❑ **Breast cancer & prostate cancer** are the two most prevalent forms of cancer, therefore, we note the prevalence of the two cancer types among all Cleveland Clinic hospital communities. However, the prevalence is less in the Lakewood Hospital community as compared with Cuyahoga County and Ohio.

❑ **Prevalence of all heart-related diseases is much less** in the Lakewood Hospital community as compared with Cuyahoga County or Ohio.

❑ The Lakewood Hospital community has **lower rates of lung-related diseases** than Cuyahoga County or Ohio.

❑ Other disease prevalence rates for the Lakewood Hospital community are consistent with Cuyahoga County and Ohio.

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Cancer Prevalence Rates

Source: Thomson Reuters
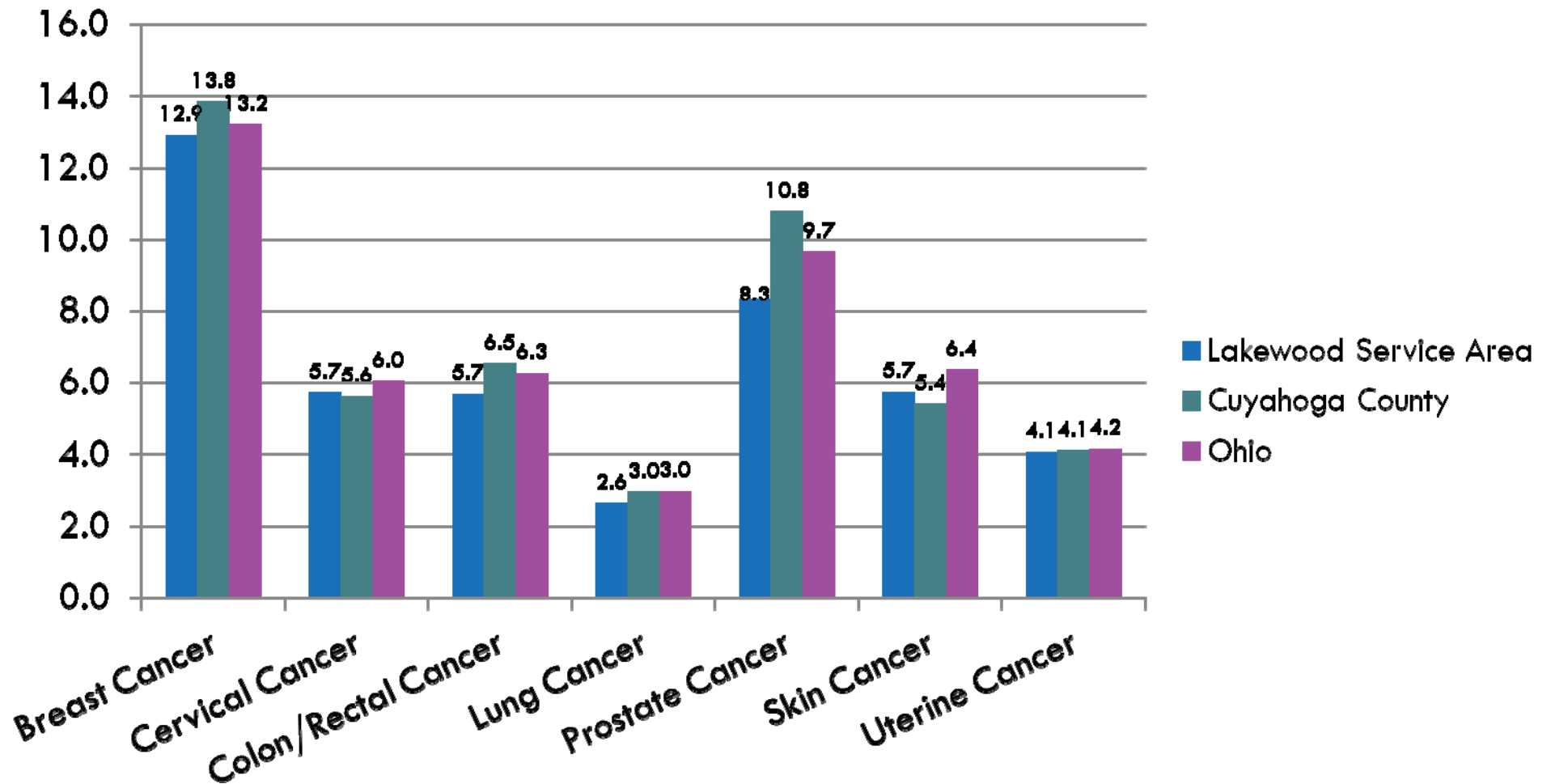
Cancer Prevalence Rates – Breast & Prostate

Source: Thomson Reuters
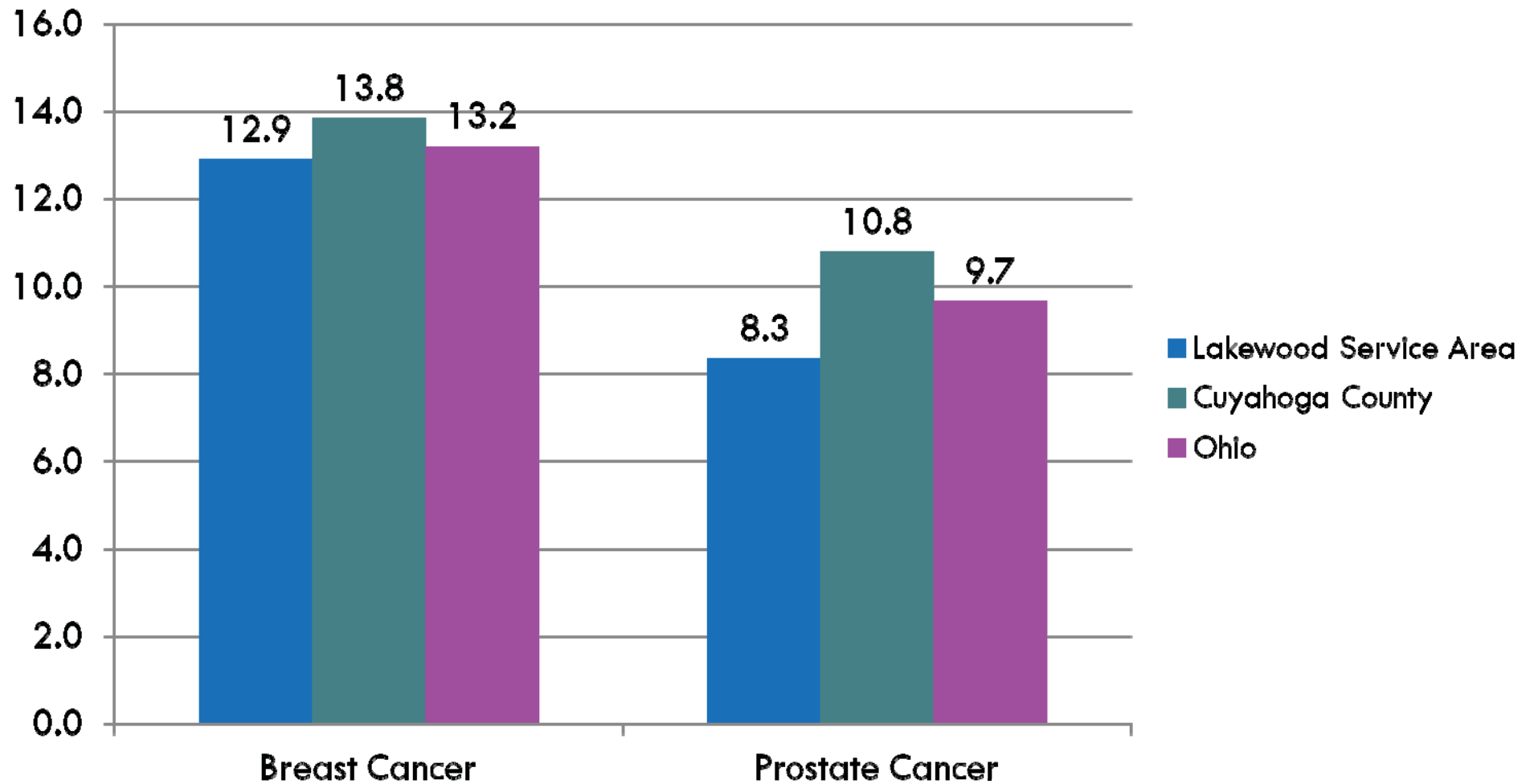
Aches/Pains Prevalence Rates

Source: Thomson Reuters

Heart-Related Prevalence Rates

Legend:
- Lakewood Service Area
- Cuyahoga County
- Ohio

Category	Lakewood Service Area	Cuyahoga County	Ohio
Coronary Heart Disease	44.3	50.3	47.6
Heart Attack	33.9	38.9	36.8
Angina	22.5	24.3	23.4
Congestive Heart Failure	18.3	21.4	19.4

63
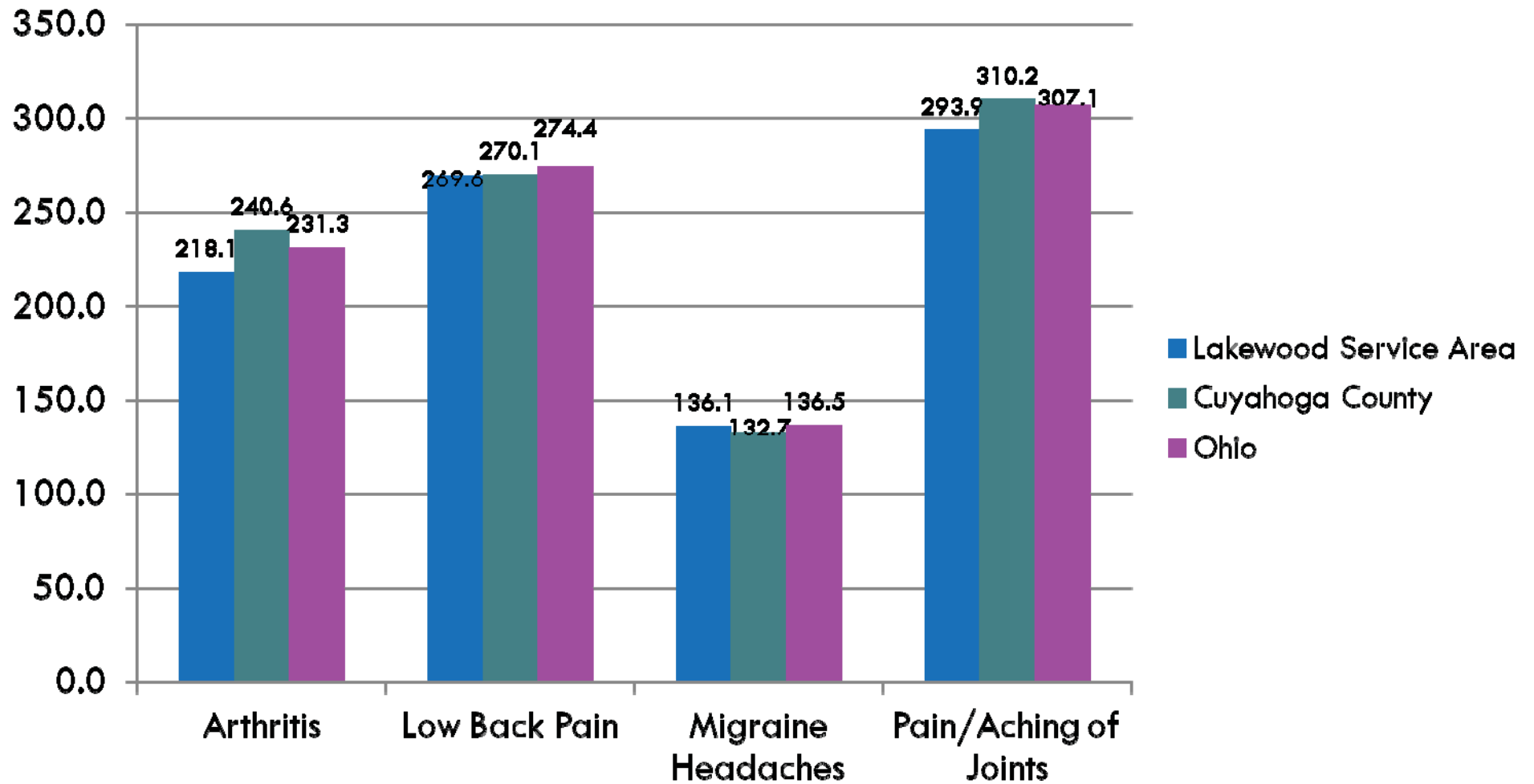
Source: Thomson Reuters
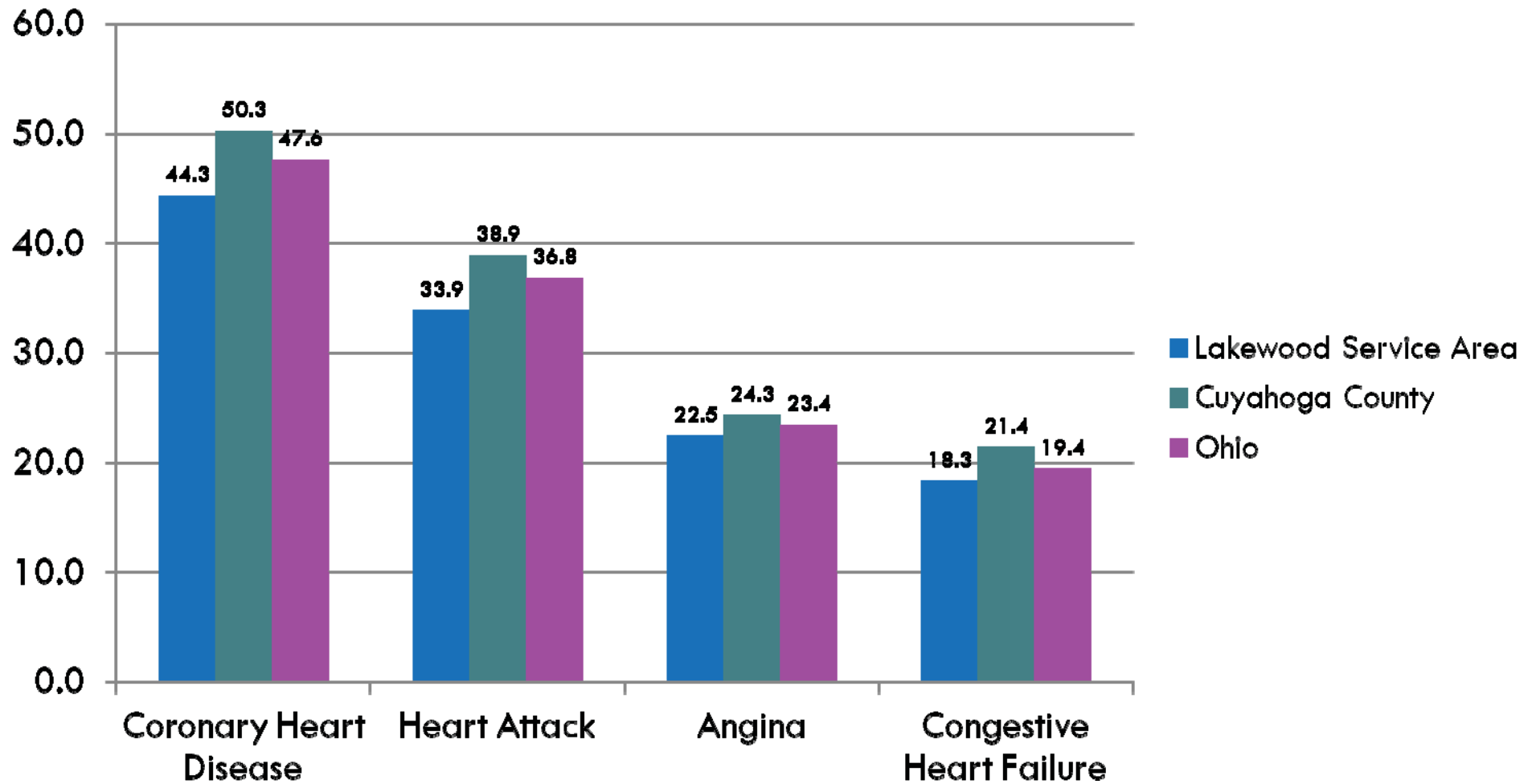
Hypertension – Heart Related Prevalence Rates

Source: Thomson Reuters

Lung-Related Prevalence Rates
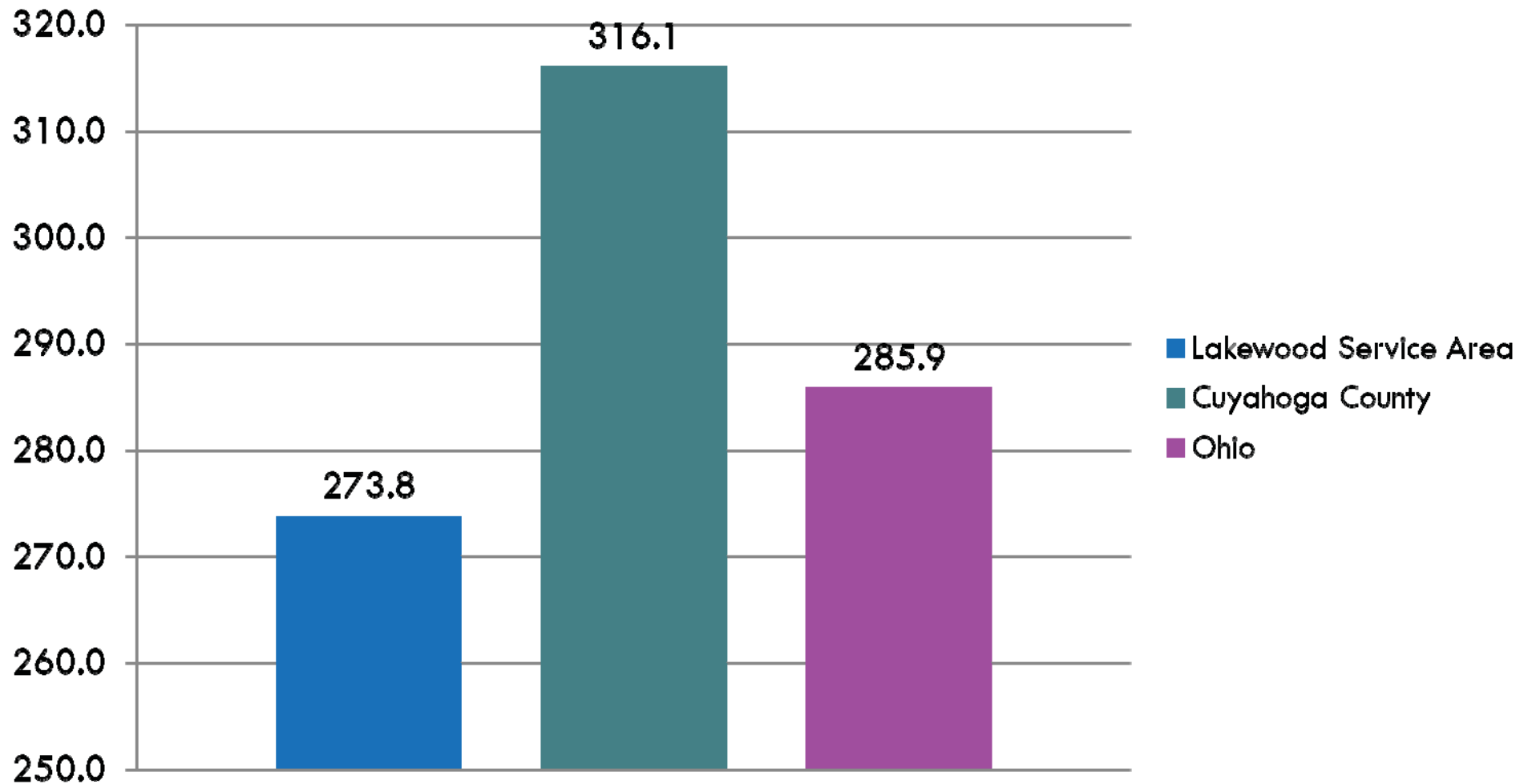
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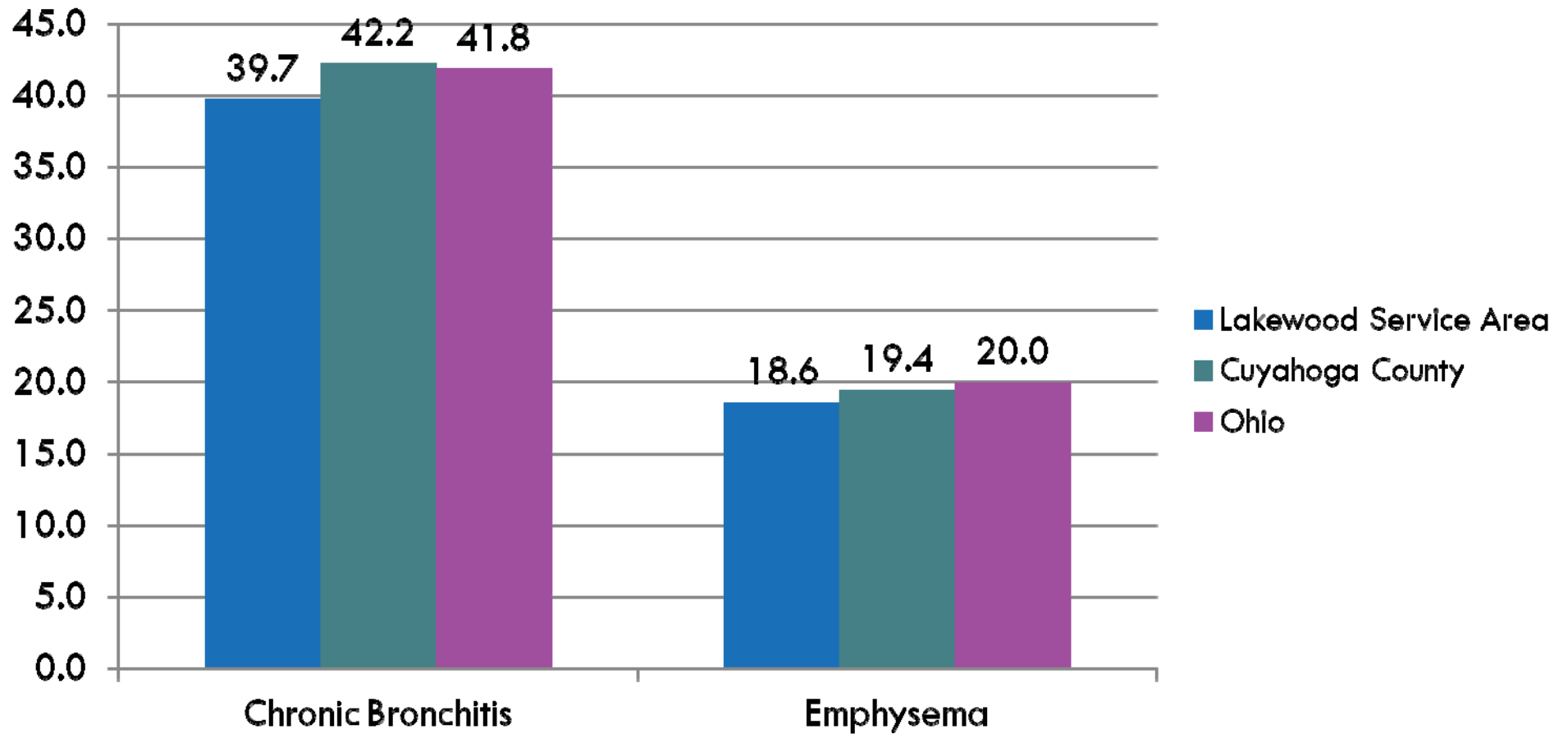
Asthma – Lung Related Prevalence Rates

Source: Thomson Reuters

Disease Prevalence Rates

Source: Thomson Reuters

Disease Prevalence Rates

Chart legend:
- Lakewood Service Area
- Cuyahoga County
- Ohio

Data values:

Condition	Lakewood Service Area	Cuyahoga County	Ohio
Liver Condition	13.7	13.5	13.5
Stroke	25.2	32.3	27.0
Ulcers	16.7	16.7	16.8
Weak/Failing Kidneys	15.1	17.9	15.5
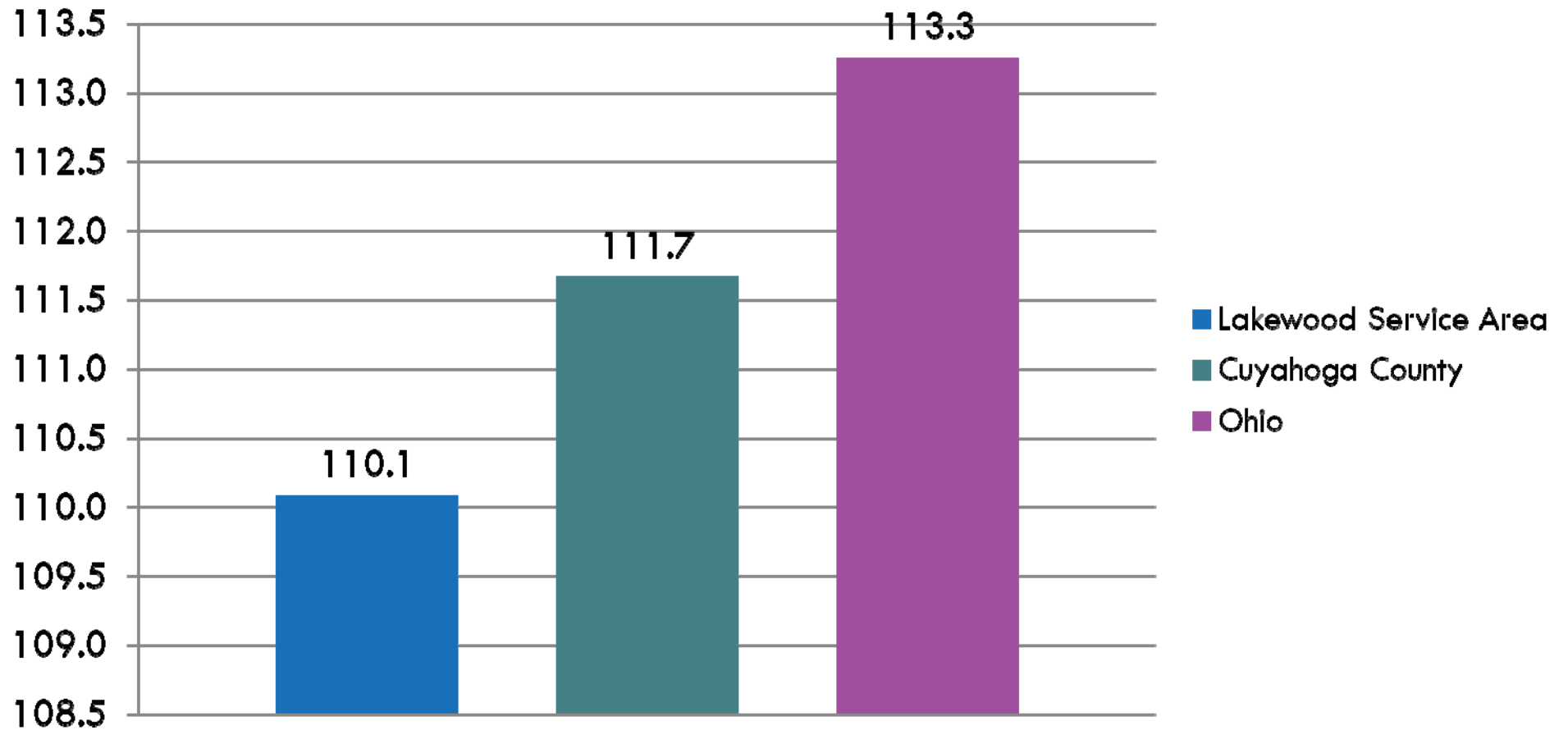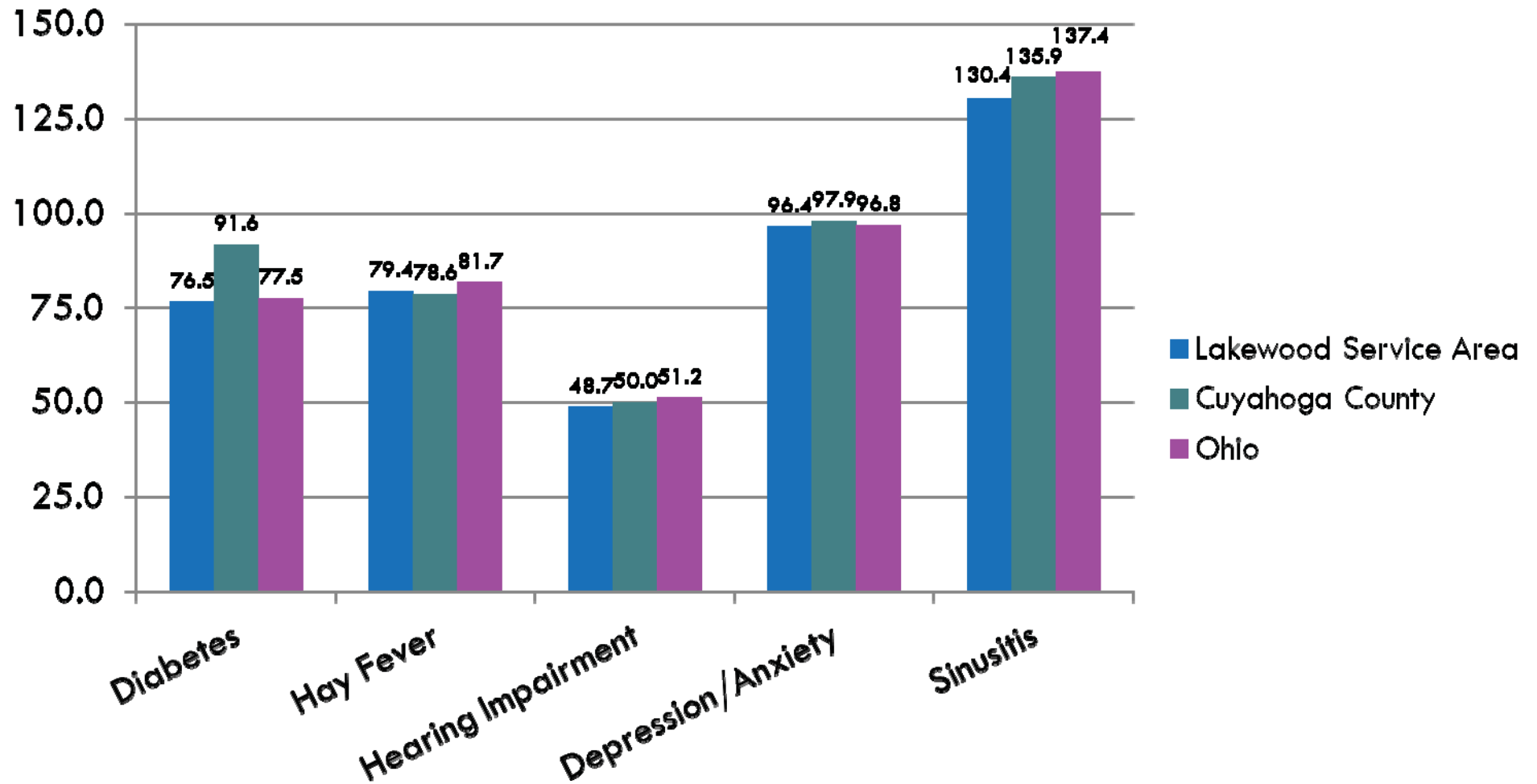
Source: Thomson Reuters
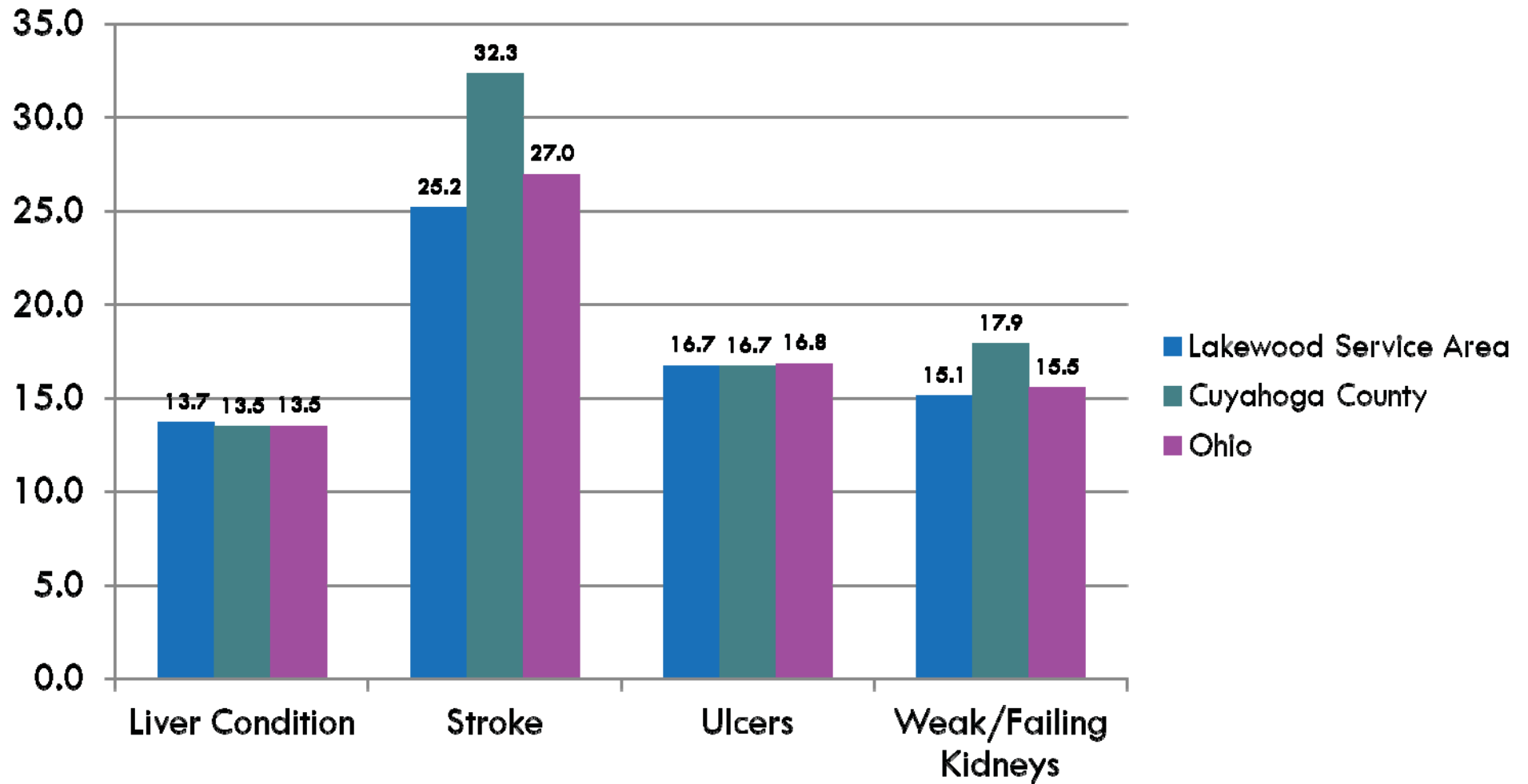
Overview

Prevention Quality Indicators Index (PQI)

- **PQI scores in the Lakewood Hospital community <u>are at or above</u> Ohio PQIs for all factors. The Lakewood Hospital community is substantially higher within the following PQIs:**

Prevention Quality Indicators (PQI)	Lakewood Service Area	Ohio	Difference
Chronic Obstructive Pulmonary Disease Admission Rate (PQI 5)	5.54	3.09	+2.45
Adult Asthma Admission Rate (PQI 15)	3.70	1.99	+1.71
Congestive Heart Failure Admission Rate (PQI 8)	6.28	4.66	+1.62
Diabetes Long-Term Complications Admission Rate (PQI 3)	2.23	1.24	+0.99

- **PQI scores for Low Birth Weight in the Lakewood Hospital community are consistent with Ohio, however, Cuyahoga County has substantially higher rates than both.**

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Source: Ohio Hospital Association

Prevention Quality Indicators Index (PQI)

PQI Subgroups

- Chronic Lung Conditions
  - PQI 5 Chronic Obstructive Pulmonary Disease Admission Rate
  - PQI 15 Adult Asthma Admission Rate

- Diabetes
  - PQI 1 Diabetes Short-Term Complications Admission Rate
  - PQI 3 Diabetes Long-Term Complications Admission Rate
  - PQI 14 Uncontrolled Diabetes Admission Rate
  - PQI 16 Lower Extremity Amputation Rate Among Diabetic Patients
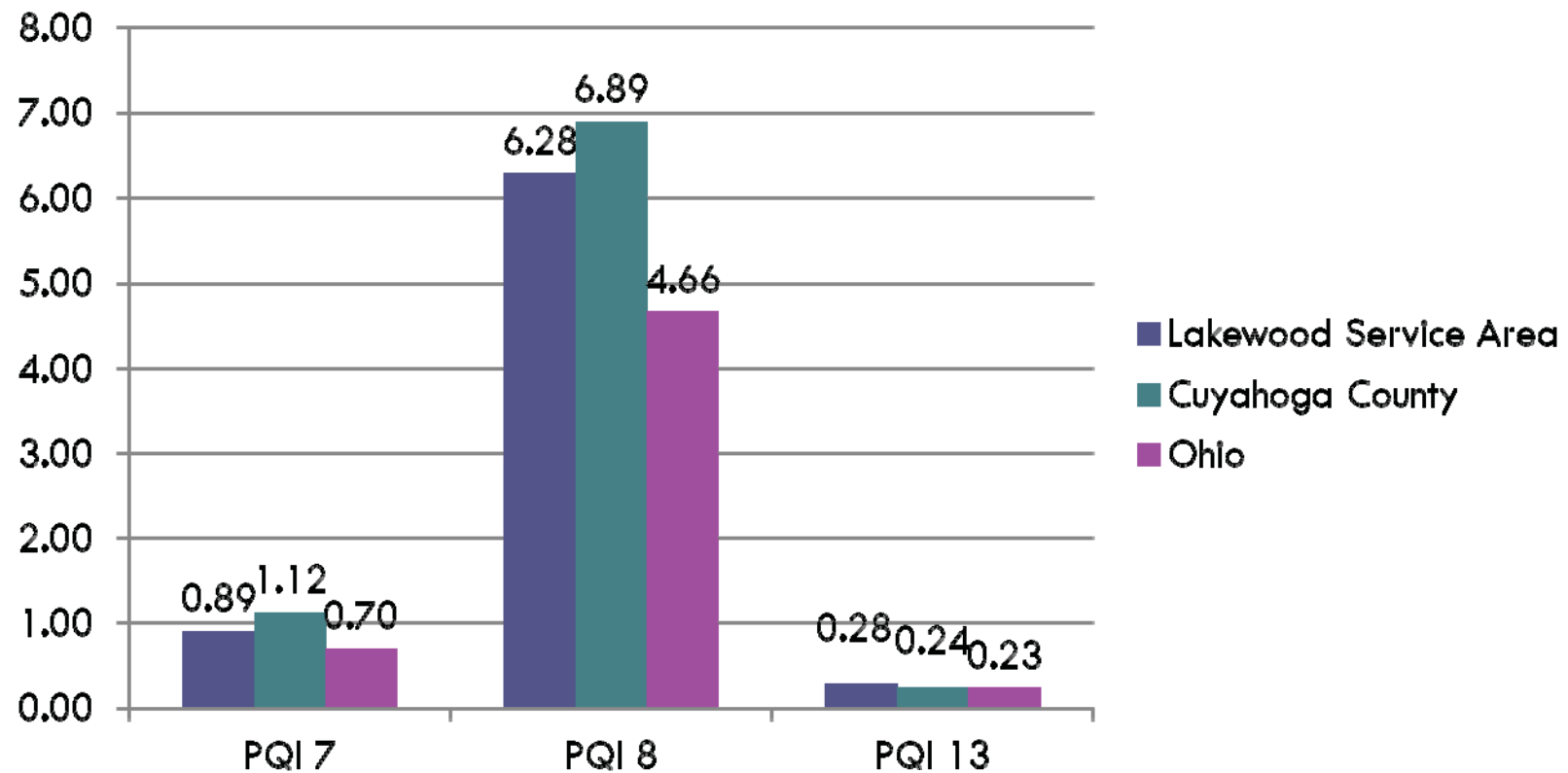
- Heart Conditions
  - PQI 7 Hypertension Admission Rate
  - PQI 8 Congestive Heart Failure Admission Rate
  - PQI 13 Angina Without Procedure Admission Rate

- Other Conditions
  - PQI 2 Perforated Appendix Admission Rate
  - PQI 9 Low Birth Weight Rate
  - PQI 10 Dehydration Admission Rate
  - PQI 11 Bacterial Pneumonia Admission Rate
  - PQI 12 Urinary Tract Infection Admission Rate

Chronic Lung Conditions

PQI 5 Chronic Obstructive Pulmonary Disease Admission Rate
PQI 15 Adult Asthma Admission Rate

Diabetes

PQI 1   Diabetes Short-Term Complications Admission Rate

PQI 3   Diabetes Long-Term Complications Admission Rate

PQI 14   Uncontrolled Diabetes Admission Rate

PQI 16   Lower Extremity Amputation Rate Among Diabetic Patients

Source: Ohio Hospital Association

Heart Conditions

PQI 7   Hypertension Admission Rate

PQI 8   Congestive Heart Failure Admission Rate

PQI 13   Angina Without Procedure Admission Rate

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Source: Ohio Hospital Association

Other Conditions

PQI 2 Perforated Appendix Admission Rate

PQI 9 Low Birth Weight Rate

PQI 10 Dehydration Admission Rate

PQI 11 Bacterial Pneumonia Admission Rate

PQI 12 Urinary Tract Infection Admission Rate

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Source: Ohio Hospital Association

Overview

Penetrating Trauma Data

❑ Tripp Umbach collected statistical data from the Ohio Department of Public Safety, Division of Emergency Medical Services, Ohio T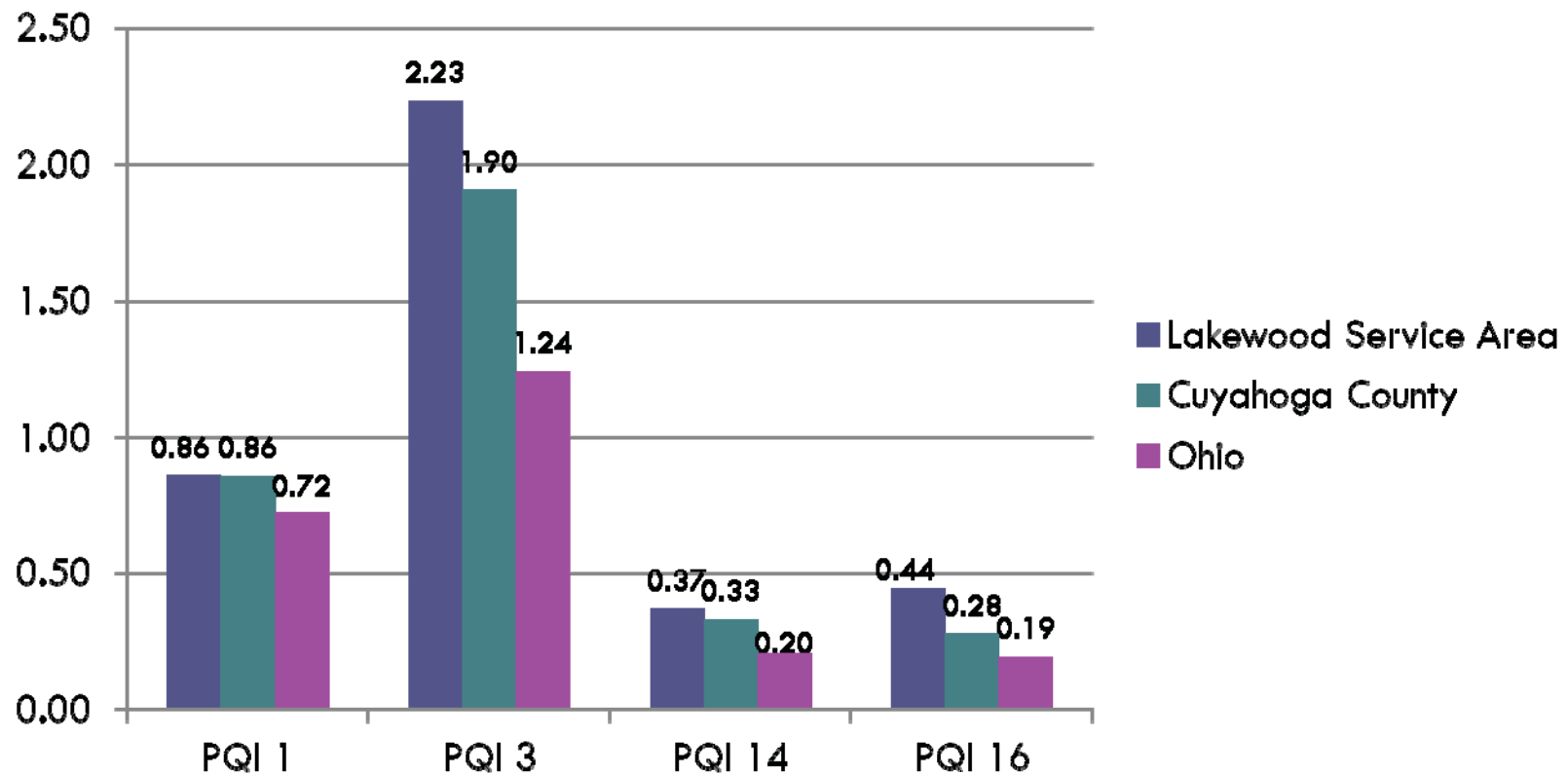rauma Registry, also known as OTR. The data refers to all trauma cases resulting in severe injury occurring in Ohio during 2010. OTR trauma data provides the ability to quantify the overall frequency of trauma cases by occurrence type.

❑ There are five types of trauma quantified by OTR: asphyxia, blunt, burns, penetrating and "other". The consultants identified the percentage of penetrating traumas compared to the overall number of trauma cases in a zip code defined hospital community. The resulting percentage provides a secondary data source quantifying the number of violent traumas related to a foreign object or shattered bone.

❑ Penetrating trauma can be caused by a foreign object or by fragments of a broken bone. Usually, penetrating trauma occurs in violent crime or armed combat, penetrating injuries are commonly caused by gunshots and stabbings.

❑ **Lakewood Hospital has a low rate of penetrating traumas** (4.3%). The rate for Lakewood Hospital is much lower than Cuyahoga County (8.7%) and Ohio (6.7%).

2010 Trauma: % Penetrating

Legend:
- Lakewood Service Area
- Cuyahoga County
- Ohio

Values: 4.3%, 8.7%, 6.7%
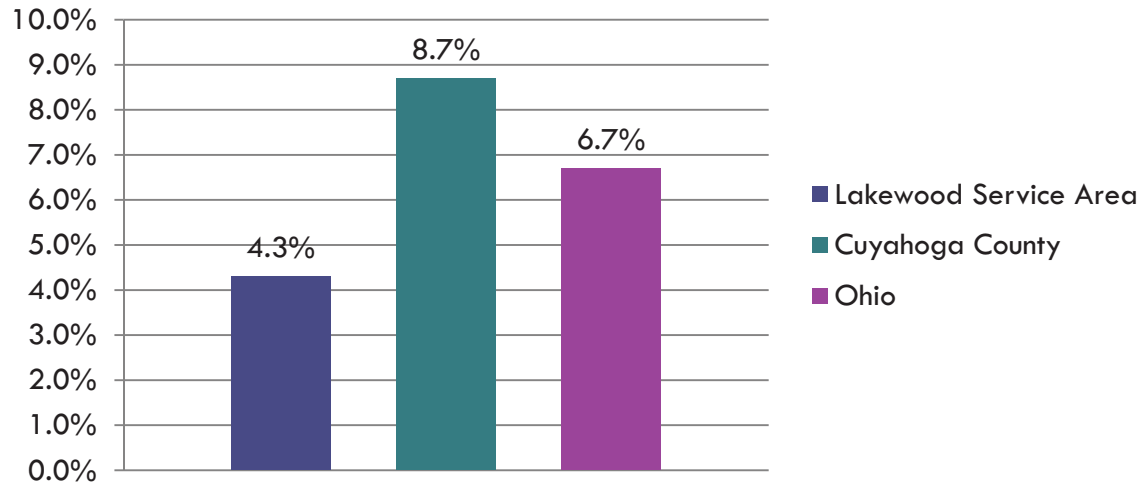
2010 Trauma by Community: % Penetrating

Community	% Penetrating
CC	21.5%
Euclid	9.2%
Fairview	3.2%
Hillcrest	3.5%
Huron	19.9%
Lakewood	4.3%
Lutheran	9.2%
Marymount	5.5%
Medina	2.4%
South Pointe	9.7%
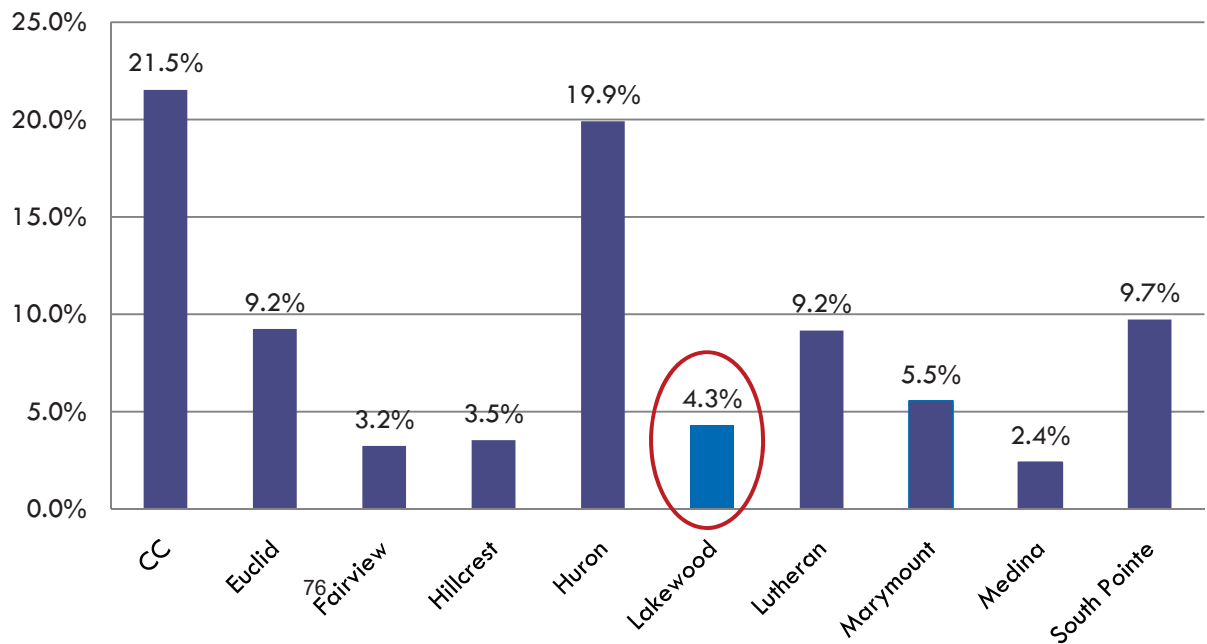
Penetrating trauma data is based on the residence zip code of the trauma patient, not where the trauma was treated or occurred.

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Source: Ohio Trauma Registry

Overview

Health Behavior Profile

❑ Data for obesity, smoking and high blood pressure were obtained from the 2010 Behavioral Risk Factor Surveillance System. The Behavioral Risk Factor Surveillance System (BRFSS) is a state-based system of health surveys that collects information on health risk behaviors, preventive health practices, and health care access primarily related to chronic disease and injury. Data for this analysis was provided by Thomson Reuters.

❑ Data related to chemical dependency and depression were obtained from the Ohio Hospital Association (OHA), based on 2010 substance abuse and depression related Diagnosis Related Groups (DRGs) prevalence within the zip code defined geography of each hospital community.

❑ **The Lakewood Hospital community shows lower rates of high blood pressure and depression** as compared to Cuyahoga County and Ohio.

❑ **However, the Lakewood Hospital community** shows higher rates of obese citizens, citizens who smoke and citizens with chemical dependency compared to Cuyahoga County and Ohio. The incidence of chemical dependency in the Lakewood Hospital community (7.60) is substantially greater compared to Ohio (3.06) and Cuyahoga County (4.75).

77

Source: Thomson Reuters

8.00

7.60

7.00

6.00

5.00

4.75

■ Lakewood Service Area

4.00

■ Cuyahoga County

3.06

■ Ohio

3.00

2.00

1.00

0.42   0.40   0.64

0.00

Chemical Dependency   Depression

79

Source: Ohio Hospital Association
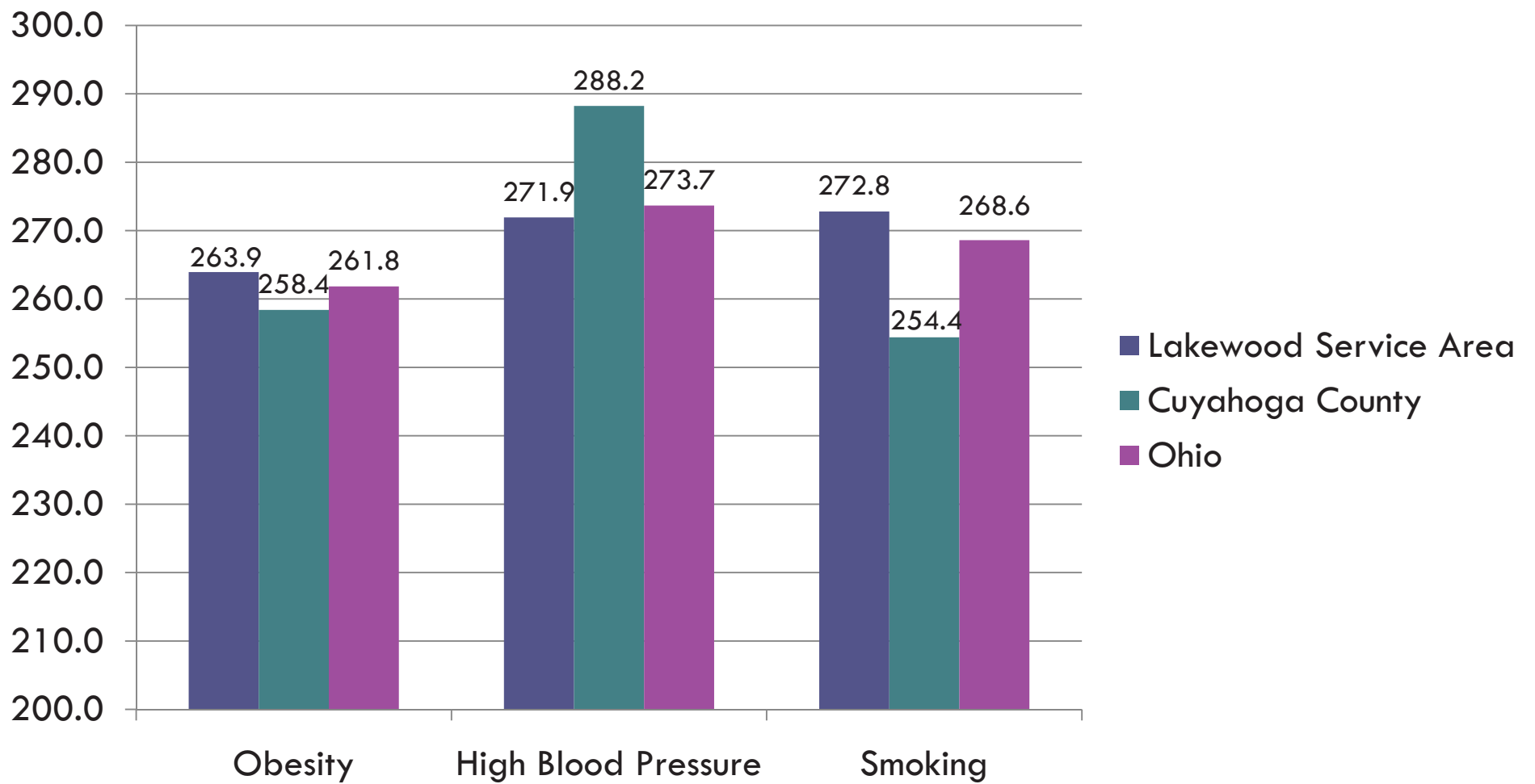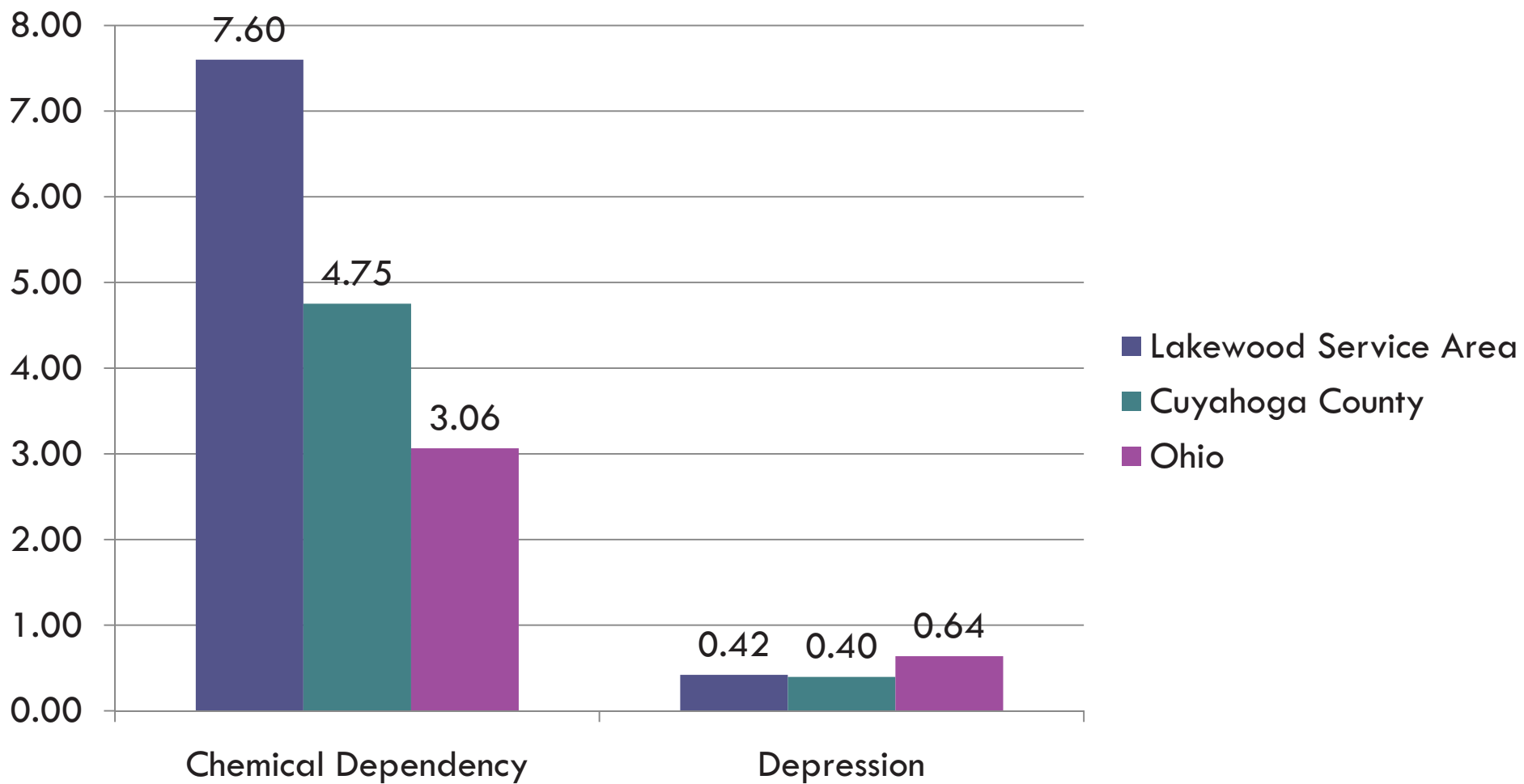
APPENDIX C:

Lakewood Hospital Interview Summary --
Key Stakeholder Group

COMMUNITY STAKEHOLDER INTERVIEW SUMMARY

Community:

Lakewood Hospital service area

Data Collection:

The following qualitative data were gathered during individual interviews with twelve stakeholders of the Lakewood area as identified by an advisory committee of Lakewood Hospital executive leadership. Lakewood Hospital is a 400-bed acute care, community hospital and also one of nine Cleveland Clinic community hospitals in Northeast Ohio. Each interview was conducted by a Tripp Umbach consultant and lasted approximately sixty minutes. All respondents were asked the same set of questions developed by Tripp Umbach and previously reviewed by the Lakewood Hospital executive leadership project team. (See Appendix 1)

Summary of Stakeholder Interviews:

QUESTION #1: *Please tell us what community you are speaking on behalf of, such as a region, county, city, town or a neighborhood. Please be specific.*

The five places mentioned by stakeholders when asked what community they were speaking on behalf of were: Lakewood, Rocky River, Northeast, Berea and the west side of Cleveland (in order of most mentioned).

QUESTION #2: *How long have you lived in this community?*

Of the twelve respondents, eleven currently lived in the community and one worked in the community but did not reside there. Of the eleven residents, the shortest length of residency was four years and the longest was thirty-four years. The median length of residency was 20 years and the mean length of residency was 21.54 years. There was one respondent that was employed but did not reside in the community. The respondent had been employed in the Lakewood area for 21 years.

QUESTION #3: *Your position in the community?*

Of the twelve respondents, there was a diverse representation of positions held in the community. Those positions represented included city employee, hospital advisory board member, non-profit leader, government agency leader, state employee, business owner, business professional, political leader, and community leader, reverend and medical professional.

QUESTION #5: *How would you describe a healthy community?*

There were two themes identified upon review of the stakeholders' collective definitions of a "healthy community". These were: access to healthcare and health education and abundant resources to meet the needs of residents.

Access to healthcare and health education: was identified by seven stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to residents' access to healthcare and health education that a healthy community should have:

- Knowledge and services to promote residents' awareness about healthy living
- Access to basic healthcare and wellness programs including when residents are ill
- Adequate healthcare facilities and institutions that are easily accessible
- Physicians that are readily available to residents
- Access to preventive healthcare
- An environment that is supportive of healthy habits

Abundant resources to meet the needs of residents: was identified by six stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to the abundance of resources a healthy community should have:

- Good resources to be responsive to the needs of its residents
- All residents have equitable access to available resources, which enable them to do for themselves
- The ability to offer residents a good quality of life
- Opportunities for residents to thrive and survive individually and collectively
- Key institutions willing and able to address the community's needs
- The presence of schools, churches and recreational opportunities
- The ability to offer a wide variety of resources to the residents of the community

QUESTION #5a: *Is this a healthy community?*

Out of twelve responses, six stakeholders felt their community was healthy, two felt their community was not healthy, and four stakeholders felt the community had healthy and unhealthy aspects.

Some of the reasons stakeholders stated they believed the Lakewood area was healthy were:

- There is encouragement for residents to thrive and be the best they can be
- There are many social and cultural outlets
- It is a friendly, open community with a nice blend of ethnicity

- There are many recreational and cultural opportunities
- Residents are celebrating diversity instead of rejecting it

Although the majority of interviewees agreed that the Lakewood area is a healthy community, four stakeholders felt the community could be healthier. Those stakeholders expressed several reasons why they felt the community could be healthier. Those reasons were:

- The community is fighting poverty rates and an aging infrastructure
- They are starting to get away from being healthy
- While there is access to medical care and the community is relatively safe, the increasing unemployment is a challenge that also affects the health of residents' diets
- The community is very diverse and complex

Some of the reasons stakeholders stated they did not believe the Lakewood area was healthy were:

- Increasing poverty rate
- There is an aging infrastructure
- There is an aging population
- Elderly have limited access to healthcare due to a lack of transportation

QUESTION #5b: *How can you achieve a healthy community?*

Out of twelve responses, two stakeholders stated they felt their communities had already achieved a healthy status. Upon review of the other ten stakeholders' responses the following methods were identified as being effective in achieving a healthy community:

- Improve communication, collaboration and engagement among community organizations, leaders and residents to overcome community issues
- Ensure economic stability, increase employment and provide a low tax rate
- Maintain housing
- Entice residents to stay in the community and raise their families
- Promote a healthy lifestyle by providing recreational activities for all ages, affordable wellness programs and access to healthcare
- Promote lifelong learning
- Make residents feel safe and a respected
- Provide good environmental services
- Make counseling services readily available
- Attract companies that contribute to healthy lifestyles
- Develop partnerships between institutions and the government
- Increase access to healthy fresh food

QUESTION #6: *Please describe your vision of what your community should look like in 5-10 years?*

The twelve stakeholders interviewed identified the following factors in their visions of what the Lakewood area should look like in five to ten years:

- Residents will be proud of their environment and work together to make the community the best it can be in all areas
- Everyone will have equal access to integrated and diverse education; affordable healthcare; job training; employment opportunities; and better quality, more affordable housing
- There will be an increase in thriving city organizations and businesses both large and small
- There will be a new perspective at both a policy and cultural level
- The community will be respected and known for strong school systems, safety, and civic leadership
- The community will continue to beautify itself by adding green space, walk ways and providing places for families to exercise (i.e. bike paths, parks, recreation centers, etc.)
- The community will continue to increase the recreational activities offered to residents
- Residents will have access to both preventive and emergency healthcare
- Healthcare will be available for the uninsured, particularly when they are ill
- The community will identify, address, and reduce health issues
- Residents will have more healthy food options

QUESTION #7: *In order to achieve your vision of a healthy community, talk about some of the strengths/resources this community has to build upon. List strengths/resources this community could build on and describe how those strengths/resources could be used?*

The twelve stakeholders interviewed identified the following strengths/resources and their benefits:

- Strong network of organizations and institutions which work together and provide support and services to residents:
    - Non-profit agencies receive a lot of support
    - Non-profit organizations work with the city to improve housing
    - Grassroot organizations strive to attract younger families
    - Cultural and social service institutions are strong
    - Community has a wonderful healthcare system
    - Cleveland Clinic and other state of the art facilities are available
    - There is a strong educational foundation
    - Network of people involved in healthcare are working to expand access
    - All the institutions work together
- There is a sense of community:
    - Residents have pride in their community
    - Residents are generous, want to support each other, and work together
    - Many residents know each other
    - Residents are civically engaged in the community
    - When needs are identified there is immediate action
- The community is very diverse
- The community is stable and a desirable place to live:
    - The location of the community
    - The community is on Lake Erie
    - It is a walking community that is well laid out
    - There are many recreational and exercise opportunities

   o There are great metro parks

QUESTION #8: *In your opinion, what do you think are the 2 most pressing problems and/or barriers facing residents in your community that is holding your community back from achieving your vision? Please explain why.*

The twelve stakeholders interviewed identified the following problems and/or barriers as holding the residents of the Lakewood area back from achieving their previously defined visions:

- Lack of community development:
  - There is a lack of direction, planning and resources
  - The state budget cuts have negatively impacted community resources
  - The lack of regional planning causes assets and liabilities to be perceived as self-contained instead of regional
  - The small size and location of the community causes it to be land locked with no room to grow
  - Housing is aging and falling into disrepair though some of these issues are being addressed
  - Transportation is poor
- Economic conditions are poor:
  - There is a lack of economic development due to a stressed economy and the absence of money
  - Employment is scarce
  - An increase in residents on unemployment that are losing their assets
  - Many jobs which offer a living wage are gone due to a decline in manufacturing
  - There is an influx of residents needing employment (i.e. two thousand previously incarcerated individuals have moved into the area)
  - The poverty rate in the community is rising
- Overall well-being of the community:
  - Poor lifestyle choices and chronic disease in the community (i.e. obesity, diabetes, lack of nutrition etc.) has long-term effects in the society
  - Mental health issues including substance abuse and elderly isolation exist
  - Residents will soon be faced with figuring out healthcare reform
  - The high cost of healthcare and lack of transportation limit residents access to healthcare
- The infrastructure of the community may not be able to meet residents' needs:
  - Housing stock and infrastructure is old
  - Handicap access is limited

QUESTION #9: *Do you believe there are adequate community resources available to address these issues/problems?*

Out of twelve responses, two stakeholders responded that they believe there are adequate resources available in the Lakewood area to address the aforementioned issues/problems. Nine stakeholders indicated they did not believe there are adequate resources in their communities and one stakeholder stated that crime had increased in the area but did not address the availability of resources.

The two stakeholders that believed there were adequate community resources to resolve the previously identified problems/issues also felt that resources could be improved by: continuing the current program in place to improve the declining housing stock and focusing on self-discipline to improve health.

The nine stakeholders that believed there were not adequate community resources to resolve the previously identified problems/issues cited the poor economic conditions; funding cuts, the inability to force elderly residents to engage in the community, a lack of resources to increase employment, and inadequate resources to meet all identified needs as the basis for their beliefs.

QUESTION #10: *Do you see any emerging community needs in the future that were not mentioned previously?*

Several stakeholders mentioned additional concerns and expounded upon previously expressed concerns.

- Census data states as of now 14% of residents are elderly in the area and it is rapidly growing. The community needs to plan for an increasing aging population (e.g. many seniors require single floor housing which the community does not have an abundance of nor does it have room to expand its housing).
- Northeast Ohio serves 25% of the inmates that are released from prison and they don't have the resources available to do so.
- Urban kids need to be prepared to live successfully. The kids are not prepared educationally and have very limited opportunities.
- People are in fear that they will lose the hospital and access to care. Healthcare providers and organizations are leaving the community to go to the suburbs. This is a concern because people are having problems getting to the suburbs.
- Poverty is moving to the suburbs and this is a struggle. The state funding for the next couple years will be low.
- The mental health resources are struggling and this impacts the entire community.
- There are a number of incredible higher education institutions in the area but public education is struggling. We are not producing qualified students to feed these universities. Right now there is an educational crisis.
- While Lakewood police do a great job, crime is on the rise in Cleveland, and there may not be enough resources to continue to manage the crime rate.
- Street drugs are currently a problem, and resources (i.e. drug counseling) need to be increased to deal with the issue.
- Obesity is a pressing concern in the community as it is on the rise, in part, due to cultural behaviors.
- There is a concern that the local hospital will close due to the perception that it is losing a substantial amount of money.

- Mental health issues are a concern in the community.

QUESTION #11: *Any additional comments or questions?*

Five out of the twelve stakeholders interviewed chose to provide additional comments. Below are the additional comments made by those stakeholders:
- Around 60-70% of the populations are third generation. Kids go off to college and come back to raise a family.
- This is a very educated community and there are monthly preventive seminars held by the hospital with a good turnout.
- Managing change is the biggest struggle.
- Healthcare systems in the area need to provide clinics to the residents. There should be a central location that residents could go to have all their healthcare needs met.
- There is a general decline in the population for the county and city that is in a negative trend.
- Cleveland is struggling and it is causing a decrease in population.
- It is a challenge to do all the things that need to be done and it is not possible. They need to stop doing things that make less of a difference and focus on things that make a difference.

APPENDIX 1:

TRIPP UMBACH

KEY COMMUNITY INFORMANT QUESTIONNAIRE

Name: _____

Title: _____

Date: _____

1. Please tell us what community you are speaking on behalf of, such as a region, county, city, town, or a neighborhood. Please be specific.

   _____

2. How long have you lived in this community?

   _____ Less than 5 years
   _____ 5 – 15 years
   _____ 15 or more years

3. Your position in the community:

   _____ Educator
   _____ Business Owner
   _____ Business Professional
   _____ Political Leader
   _____ Minister/Pastor/Reverend/Priest
   _____ Organization member
   _____ Community Leader
   _____ Non-Profit
   _____ Other

4. How long have you held your current position?

   _____

5. How would you describe a healthy community?

   _____
   _____
   _____

8. In your opinion, what do you think are the 2 most pressing problems and/or barriers facing the residents in your community that is holding your community back from achieving your vision? Please explain why.

Community Issue #1

_____

_____

_____

Community Issue #2

_____

_____

_____

9. Do you believe there are adequate community resources available to address these issues/problems?

_____

_____

10. Do you see any emerging community needs in the future that were not mentioned previously? (Please be as specific as possible)

_____

_____

_____

11. Any additional comments or questions?

_____

_____

_____

TrippUmbach
research ■ strategy ■ impact

APPENDIX D:

**Lakewood Hospital Focus Group Summary --
Independent Living Seniors Group**

INDEPENDENT LIVING SENIORS FOCUS GROUP INPUT

Community:

Lakewood Hospital service area

INTRODUCTION:

The following qualitative data were gathered during a discussion group conducted with a target population of seniors that live independently in the Lakewood area. The target population was defined by an advisory committee of Lakewood Hospital executive leadership. Lakewood Hospital is a 400-bed acute care, community hospital and also one of nine Cleveland Clinic community hospitals in Northeast Ohio. The discussion group was conducted by Tripp Umbach consultants and was located at the Lakewood Library. Each participant was provided an incentive of twenty-five dollars for participating. Discussion groups were conducted using a discussion guide previously developed by Tripp Umbach and reviewed by the approved by the Lakewood Hospital executive leadership. The purpose of this discussion group was to identify health issues and concerns affecting seniors that live independently in the Lakewood area as well as ways to address those concerns for this specific population.

GROUP RECOMMENDATIONS:

The group provided many recommendations to address health issues and concerns for seniors that live independently in the Lakewood area. Below is a brief summary of the recommendations:

- ***Reinstate circular bus services:*** Circular bus services would increase seniors' access to recreational activities, health care and day-to-day errand running by increasing access to public transportation. Reinstating circular services would eliminate seniors having to walk so far to the bus stops and decrease the risk of injury due to tripping and falling on the sidewalk. Currently, seniors have to walk more than a block to use public transportation which is not feasible for many seniors.

- ***The Cleveland Clinic should facilitate additional outreach classes for seniors:*** Providing classes at local senior centers on relevant health related topics would increase attendance and senior participation. Seniors mentioned how helpful a balance class was that was offered at a local senior center. Participants suggested the Cleveland Clinic offer more of such classes which would increase seniors' awareness of prevention techniques and available services. Currently the Cleveland Clinic does not provide classes at local senior centers on a regular basis that the participants are aware of.

- ***The Cleveland Clinic should provide more preventive materials:*** An increase in prevention materials provided by the Cleveland Clinic would increase seniors' access to and awareness of preventive services. If seniors have access to prevention education materials in their homes (i.e. magnetic cards for the refrigerator providing emergency information) they are more likely to be aware of and reference these materials when prevention services are most needed. Currently some seniors have prevention materials in their homes and others do not.

- ***Introduce and orient new residents to Lakewood Hospital:*** Lakewood Hospital should increase their outreach efforts among new residents to ensure residents are aware of available programs and services. Many residents are not familiar with the services that are available at the hospital. If residents were more aware of the services available they would be more like to utilize those services. Currently many residents are not informed of services at Lakewood Hospital unless they go to the hospital.

- ***Increase information sharing among community organizations:*** Lakewood Hospital and other community organizations that serve seniors should collaborate to increase the dissemination of information about available programs and services (i.e. free shoes available for diabetic residents). Increasing seniors' awareness of available programs and services would increase the likelihood they would utilize programs and services at Lakewood Hospital and in their community. Currently many seniors are unaware of relevant programs and services provided in the community.

PROBLEM IDENTIFICATION:

During the discussion group process, seniors that live independently discussed three health issues and concerns in their community. These were:

1. Lack of transportation
2. Communication and access to information
3. Safety concerns

LACK OF TRANSPORTATION:

Seniors that live independently indicated they felt seniors in the Lakewood area do not have access to a safe, convenient, user-friendly method of transportation which limits their access to recreational activities, health care and accomplishing day-to-day activities such as grocery shopping.

Contributing Factors:

- Some seniors cannot drive causing them to need access to a safe, reliable and affordable method of public transportation.
- The circulator bus service was discontinued due to budget cuts reducing seniors' access to safe and convenient public transportation.
- RTA bus services have also been reduced further limiting seniors' access to transportation.
- Buses do not stop at the plaza doors or pickup on side streets making them inconvenient for seniors that have difficulty walking long distances.
- Many seniors cannot afford taxi services nor have access to reliable friends or family members to meet their day-to-day transportation needs.
- The Office of Aging provides transportation for medical appointments that has a long waiting list and requires seniors to make appointments weeks in advance which is inconvenient and often impossible.

Mitigating Resources:

Seniors that live independently identified the following resources in their community that they felt could help increase their access to transportation:

- Lakewood Office of Aging has four vans they make available to seniors for medical appointments which have long waiting lists and requires a three dollar donation each way
- St. John Hospital provides transportation
- Lutheran, METRO and University Hospitals all have transportation available for medical appointments
- Fairview Park provides a circulator and four small buses for elderly and disabled individuals use when shopping, attending medical appointments, and civic events which runs from the senior centers on specific days
- Some seniors are able to drive
- Some seniors are able to rely on friends and family and/or afford taxi services
- Some local churches provide transportation
- Some senior buildings provide transportation
- Some senior centers provide transportation to grocery stores on a regular basis

Group Suggestions/Recommendations:

Seniors that live independently offered the following as possible solutions to improve their access to transportation in their community:

- ***Reinstate circular and RTA bus services:*** Increasing bus services would increase seniors' access to recreational activities, health care and day-to-day errand running by increasing access to public transportation. Reinstating circular services would eliminate seniors having to walk so far to the bus stops and decrease the risk of injury due to tripping and falling on the sidewalk.

COMMUNICATION AND ACCESS TO INFORMATION:

Seniors that live independently indicated they felt that seniors in the Lakewood area were uninformed and unaware of many services provided in the community as a result of a lack of senior centric communication and information dissemination.

Contributing Factors:

- The communication between Cleveland Clinic's main campus and significant health providers in Lakewood area (i.e. Lakewood Hospital, Rehabilitation, etc.) is not strong causing the many seniors to be misinformed and/or unaware.
- Services provided at the Cleveland Clinic main campus seem rushed causing seniors to feel they leave an appointment without adequate information because they were not given enough time to explain their concerns.

- Seniors in the Lakewood area feel they require more information sharing and outreach to be informed of events, programs and services.
- Seniors are not as connected to social networking internet sites as their younger counterparts causing them to be concerned about the potential for a reduction in their access to news and current events (i.e. recently the news directs viewers to the internet to get the rest of a story).

Mitigating Resources:

Seniors that live independently identified the following resources in their community that they felt could improve communication and access to information:

- The rehabilitation staff at Lakewood Hospital provides information regarding other programs in the area and places an emphasis on outpatient services
- Lakewood Hospital provides good services and the staff create a positive environment
- METRO and Lakewood Hospitals have great EMR systems that are both efficient
- Lakewood Hospital's outreach is good including the preventive care information and the healthy outlooks mailing created by the Cleveland Clinic
- Collaboration is improving between Lakewood Hospital and the communities it serves
- People are able to speak out regarding issues and are coming together as citizens
- There is a sense of community due to many residents being born and raised within the community creating a natural environment for collaboration
- The Sun Newspaper provides good information such as available hospital services
- The Board of County Commissioners has provided educational seminars in the past
- Recreational booklets are mailed to everyone
- Library offers recreational activities such as clubs, classes and movies
- Much information can be found by reading the newspaper, internet or booklets (i.e. Lakewood Alive is online and in print)
- Lakewood Recreational offers classes in cooking, technology and swimming at the high school during the school year

Group Suggestions/Recommendations:

Seniors that live independently offered the following as possible solutions to improve communication and access to information in their community:

- ***The Cleveland Clinic should facilitate additional outreach classes for seniors:*** Providing classes at local senior centers on relevant health related topics would increase attendance and senior participation. Seniors mentioned how helpful a balance class was that was offered at a local senior center. Participants suggested the Cleveland Clinic offer more of such classes which would increase seniors' awareness of prevention techniques and available services.

- ***The Cleveland Clinic should provide more preventive materials:*** An increase in prevention materials provided by the clinic would increase seniors' access to and awareness of preventive services. If seniors have access to prevention education materials in their homes (i.e. magnetic

cards for the refrigerator providing emergency information) they are more likely to be aware of and reference these materials when prevention services are most needed.

- ***Introduce and orient new residents to Lakewood Hospital:*** Lakewood Hospital should increase their outreach efforts among new residents to ensure residents are aware of available programs and services. Many residents are not familiar with the services that are available at the hospital. If residents were more aware of the services available they would be more like to utilize those services.

- ***Increase information sharing among community organizations:*** Lakewood Hospital and other community organizations that serve seniors should collaborate to increase the dissemination of information about available programs and services (i.e. free shoes available for diabetic residents). Increasing seniors' awareness of available programs and services would increase the likelihood they would utilize programs and services at Lakewood Hospital and in their community.

SAFETY CONCERNS:

Seniors that live independently indicated they felt safety was a growing concern due to an increase in crime, residents that are ex-convicts and sidewalk disrepair.

Contributing Factors:

- The number of pedophiles residing in the community causes seniors to be concerned for their safety.
- An increase in robbery and petty theft over the last couple of years reduces the feeling of security for residents in the community.
- The sidewalks on the north side are not well maintained.

Mitigating Resources:

Seniors that live independently identified the following resources in their community that they felt could increase safety:

- Historically the community was ranked among the top safest communities by the FBI
- Excellent police and fire safety services which provide outreach regarding safety and prevention
- The building department is fairly aggressive in their efforts to keep up with everything for the most part

Group Suggestions/Recommendations:

Seniors that live independently did not offer suggestions or recommendations to increase safety in their community.

GENERAL FOCUS GROUP DISCUSSION GUIDE

I. GREETINGS – INTRODUCTION BY CONTACT PERSON

II. GROUP DISCUSSION FORMAT

A. INTRODUCTION

- Thanks for coming here today. My name is _____, we are helping [name of community hospital] conduct a community health assessment.

- Our goal is that everyone here will feel comfortable speaking openly and contributing to our discussion. There are no wrong answers, just different experiences and points of view. So please feel free to share your experiences and your point of view, even if it is different from what others have said.

- Your comments will be summarized in a report, but nobody here will be identified by name, and no comment will be connected to any individual, so you can be sure of your anonymity.

- Because we are taping this discussion so that we can write our report, it is important for everyone to speak up and that only one person talks at a time.

- My role will be to ask questions and listen. It is important for us to hear from all of you because you all have different and valuable experiences. If we haven't heard from some of you, don't be surprised if I call on you to share something about your experiences.

- Does anyone have any questions before we begin?

B. EVERYONE INTRODUCES HIM OR HERSELF

- I'd like to start by going around the table and have everyone introduce themselves and how long you have lived in the community.

C. FOCUS GROUP

1. What is a healthy community?

2. Do you think your community is a healthy place – (Why? Why not? Explain..)

3. "**What are the biggest health issues or concerns in your community? (Where you live)**

(Health concerns for you, for your family, for others in your neighborhood)?"*(Have everyone share their top health concerns. The facilitation team will make a quick list of what everyone says and place check marks next to repeats to get a quick prioritized list.)*

REPEAT THESE QUESTIONS FOR EACH ITEM THAT CAME UP AS A TOP CONCERN (top 4 or 5)

a. Why do you think _____ is a problem in this community?
b. What are the resources in the community to help solve this problem?
c. What ideas do you have about to solve this problem?
d. How would your community be different (better, improved, etc.) if this issue went away?

 Is there anything we haven't discussed today that you would like to talk about?

Thank You!!

Provide them with incentive

APPENDIX E:

Lakewood Hospital Focus Group Summary -- Low Income Residents Group

LOW INCOME RESIDENTS FOCUS GROUP INPUT

Community:

Lakewood Hospital service area

INTRODUCTION:

The following qualitative data were gathered during a discussion group conducted with a target population of individuals earning a low income in the Lakewood area. The target population was defined by an advisory committee of Lakewood Hospital executive leadership. Lakewood Hospital is a 400-bed acute care, community hospital and also one of nine Cleveland Clinic community hospitals in Northeast Ohio. The discussion group was conducted by Tripp Umbach consultants and was located at North Coast Health Ministry. Each participant was provided an incentive of twenty-five dollars for participating. Discussion groups were conducted using a discussion guide previously developed by Tripp Umbach and reviewed by the Lakewood Hospital executive leadership. The purpose of this discussion group was to identify health issues and concerns affecting individuals earning a low income in the Lakewood area as well as ways to address those concerns for this specific population.

GROUP RECOMMENDATIONS:

The group provided many recommendations to address health issues and concerns for individuals earning a low income in the Lakewood area. Below is a brief summary of the recommendations:

- ***Provide more clinics to serve the uninsured:*** An increase in the number of clinics that serve the uninsured would increase access to health care, decrease the use of emergency rooms for non-emergent illnesses and improve the health of uninsured individuals. Currently there is one clinic which staffs one doctor to meet the needs of the uninsured in the community.

- ***Provide affordable dental services to the uninsured:*** The provision of dental services to the uninsured would improve dental health of both adults and children by increasing preventative services and decreasing dental emergencies. Currently affordable dental services are not readily available in the community.

- ***Increase the availability of mental health groups:*** An increase in the number of therapeutic groups such as anger management being provided to residents would improve residents' mental health, coping skills and provide a supportive learning environment. Currently there are many Alcoholics Anonymous groups and fewer groups that deal with other mental health issues such as stress and anger management available.

- ***Reinstate circular bus services:*** Circular bus services would increase access to recreational activities, health care, and healthy food by increasing access to public transportation. Reinstating circular services would provide additional bus services in areas with limited access,

cost less than taxi services and increase the convenience of public transportation for residents. Currently there are no circular bus services available to residents.

- **Provide a job training program that matches residents to the needs of employers:** The city should identify employers' needs and train residents to fill those needs. In turn, residents would commit to work for the employer for a set period of time. This type of job training program would provide residents with jobs and employers with a more skilled workforce. Currently many residents are unable to secure employment.

- **Schools should require children to participate in community service:** All schools should require community service as part of their curriculum. Requiring children to participate in community service would increase their connection to the community, provide preventive education, and benefit the community. Currently some schools but not all schools require community service in their curriculum.

- **Provide free gym memberships to residents:** The provision of free gym memberships would improve the physical fitness of residents and provide an additional recreational activity during winter months. Providing free gym memberships to residents to improve their physical fitness could decrease illness and injury and improve mental health among residents causing them to require medical services less frequently. Currently residents do not have many affordable options for recreation and/or physical exercise throughout the winter due to inclement weather.

- **Increase the number of affordable activities for children:** Increasing the number of affordable activities available for children would increase youths' participation in recreational activities year-round. Increasing the participation of children in recreational activities could decrease crime and increase the connection children have to each other and the community. Currently the number of affordable activities available to children decreases during the winter months due to inclement weather.

PROBLEM IDENTIFICATION:

During the discussion group process, individuals earning a low income discussed four health issues and concerns in their community. These were:

1. Limited access to health services
2. Limited access to transportation
3. Poor economy
4. Lack of recreational activities

LIMITED ACCESS TO HEALTH SERVICES:

Individuals earning a low income indicated that health services in the Lakewood area are limited in the areas of medical, mental health, dental and vision services due to lengthy waiting periods and/or the absence of these services.

Contributing Factors:

- When seeking emergency services residents must wait for long periods of time.
- Some seniors find it difficult to fill costly prescriptions.
- Affordable dental services are not available locally.
- Dental services available outside of the community have long waiting periods and cost money.
- Many Lakewood area residents receive SSI due to mental health diagnoses.
- There are not enough mental health services available in the community to meet the needs of residents (i.e. groups therapy dealing with anger and other issues).
- The local clinic providing healthcare to the uninsured (North Coast Health Ministry) has one doctor on staff. Patients are required to arrive at the clinic by 8:30 AM each day to receive an appointment.
- Many residents are not aware of available services (i.e. vision services provided through partnerships with local businesses).

Mitigating Resources:

Individuals earning a low income identified the following resources in their community that they felt could help increase their access to health services:

- Many residents are aware that North Coast Health Ministry provides health services to the uninsured
- Lakewood Hospital provides very good health services
- North Coast Health Ministry, METRO and Lakewood Hospital have great relationships with one another
- Cleveland Clinic provides health care options to uninsured
- Lakewood Christian Center and churches provide support and assistance
- Residents are aware of and utilize United Way's #211 referral service
- Preventive care and education are very good in the community
- North Coast does not have long wait times
- AA meetings are readily available
- Programs are available to help seniors with the cost of prescriptions
- CASE dental does not have as long of a wait for dental services

Group Suggestions/Recommendations:

Individuals earning a low income offered the following as possible solutions to improve their access to health services in their community:

- ***Provide more clinics to serve the uninsured:*** An increase in the number of clinics that serve the uninsured would increase access to health care, decrease the use of emergency rooms for non-emergent illnesses and improve the health of uninsured individuals.

- **Provide affordable dental services to the uninsured:** The provision of dental services to the uninsured would improve dental health of both adults and children by increasing preventative services and decreasing dental emergencies.

- **Increase the availability of mental health groups:** An increase in the number of therapeutic groups such as anger management being provided to residents would improve residents' mental health, coping skills and provide a supportive learning environment.

LIMITED ACCESS TO TRANSPORTATION:

Individuals earning a low income indicated their access to affordable, safe and convenient transportation has been limited due to a decrease in RTA bus routes and the elimination of circular bus services.

Contributing Factors:

- RTA buses do not have scheduled routes after certain times during the night.
- Cabs cost six dollars and fifty cents
- Many RTA bus services have been cut or eliminated reducing the frequency of scheduled routes.
- Some communities do not have RTA bus transportation readily available (i.e. North Olmsted has access to one bus route only).
- The circular bus services were discontinued decreasing the convenience of public transportation for residents (i.e. seniors).

Mitigating Resources:

Individuals earning a low income identified the following resource in their community that they felt could improve their access to transportation:

- A yellow card secures transportation to and from medical appointments (requires five dollars per year and a doctor's signature)

Group Suggestions/Recommendations:

Individuals earning a low income offered the following as a possible solution to improve access to transportation in their community:

- **Reinstate circular bus services:** Circular bus services would increase access to recreational activities, health care, and healthy food by increasing access to public transportation.

Reinstating circular services would provide additional bus services in areas with limited access, cost less than taxi services and increase the convenience of public transportation for residents.

POOR ECONOMY:

Individuals earning a low income indicated the state of the economy has impacted the community in the areas of employment, community services and access to healthy food.

Contributing Factors:

- Employment is not available in the community requiring some residents to drive as much as 45 minutes one way to their jobs every day.
- There are no major factories to employ residents.
- Employment assistance is difficult to qualify for.
- Eligibility for city food bank services often requires residents to be actively receiving unemployment services which is a time-limited service and can be exhausted prior to securing gainful employment.
- Older residents often find it more difficult to secure employment than younger residents.
- Funding cuts to community health providers has caused a decrease in available programs and services (i.e. North Coast Health Ministry discontinued their Women's Day).

Mitigating Resources:

Individuals earning a low income identified the following resources in their community that they felt could lessen the economic impact on the community:

- The presence of strong social services
- The provision of free meals once a month
- Many services are available to meet the needs of the elderly population
- North Coast Health Ministry provides referrals for needed services
- There is a strong sense of community in which residents help one another

Group Suggestions/Recommendations:

Individuals earning a low income offered the following as a possible solution to help lessen the economic impact on their community:

- ***Provide a job training program that matches residents to the needs of employers:*** The city should identify employers' needs and train residents to fill those needs. In turn, residents would commit to work for the employer for a set period of time. This type of job training program would provide residents with jobs and employers with a more skilled workforce.

LACK OF RECREATIONAL ACTIVITIES:

Individuals earning a low income indicated that while recreational facilities and affordable activities are readily available during warmer months they are not as accessible during the winter due to closings and inclement weather.

Contributing Factors:

- Recreational activities are limited during winter months to what is available at the YMCA which is not always affordable for residents.
- The basketball courts were closed due to drug dealers using it for criminal activity.
- During the school year it costs fifty dollars for a child to participate in one sport through the board of education.
- There are not enough free or affordable activities for children to participate in during winter months.

Mitigating Resources:

Individuals earning a low income identified the following resources in their community that they felt could increase access to recreational activities:

- There are several free facilities and programs available (i.e. the Cudell Center, Gunning and the Zone)
- Residents can receive a discounted membership to the YMCA if they apply for assistance or have doctor referral
- The zoo is free on Mondays and has discounted prices available at other times
- A magazine is available for purchase that lists activities in the community
- There are outdoor activities available for children during warmer months (i.e. the skate park and an upcoming basketball court)
- Ice skating and hockey are both available for a fee
- Outdoor parks and recreational centers are great during warmer seasons
- Groups offer community service experience to children

Group Suggestions/Recommendations:

Individuals earning a low income offered the following as possible solutions to increase access to recreational activities in their community:

- ***Schools should require children to participate in community service:*** All schools should require community service as part of their curriculum. Requiring children to participate in community service would increase their connection to the community, provide preventive education, and benefit the community.

- ***Provide free gym memberships to residents:*** The provision of free gym memberships would improve the physical fitness of residents and provide an additional recreational activity during

winter months. Providing free gym memberships to residents to improve their physical fitness could decrease illness and injury and improve mental health among residents causing them to require medical services less frequently.

- ***Increase the number of affordable activities for children:*** Increasing the number of affordable activities available for children would increase youths' participation in recreational activities year-round. Increasing the participation of children in recreational activities could decrease crime and increase the connection children have to each other and the community.

APPENDIX F:

**Lakewood Hospital Focus Group Summary --
Mental Health Providers Group**

MENTAL HEALTH PROVIDERS FOCUS GROUP INPUT

Community:

Lakewood Hospital service area

INTRODUCTION:

The following qualitative data were gathered during a discussion group conducted with a target population of mental health providers in the Lakewood area. The target population was defined by an advisory committee of Lakewood Hospital executive leadership. Lakewood Hospital is a 400-bed acute care, community hospital and also one of nine Cleveland Clinic community hospitals in Northeast Ohio. The discussion group was conducted by Tripp Umbach consultants and was located at the Women's Pavilion at Lakewood Park. Each participant was provided an incentive of twenty-five dollars for participating. Discussion groups were conducted using a discussion guide developed by Tripp Umbach and reviewed by the Lakewood Hospital executive leadership team. The purpose of this discussion group was to identify health issues and concerns affecting professionals and clients with in the mental health service industry in the Lakewood area as well as ways to address the concerns of both populations.

GROUP RECOMMENDATIONS:

The group provided many recommendations to address health issues and concerns with in the mental health service industry in the Lakewood area. Below is a brief summary of the recommendations:

- ***Develop a psychiatric residency program:*** Lakewood hospital should develop a partnership with local universities to provide a psychiatric residency program and internship opportunities for counseling, social work and psychology students (e.g. University Hospitals program). A psychiatric resident would gain experience providing psychiatric services and community residents would have increased access to psychiatric services. Likewise, interns would gain experience in providing clinical therapy and community residents would have increased access to therapeutic services. Currently there is a dearth of psychiatric services that are coupled with therapeutic follow-up services.

- ***Revise the emergency room protocol for treating mental health issues:*** Lakewood Hospital should revise the emergency room protocol for treating mental illness by providing a full-time employee to evaluate, treat, and refer and follow-up with mentally ill patients that are identified in the emergency room. Providing a full-time employee would reduce the length of time patients spend in isolation at the emergency room and ensure follow-up services are provided to patients that are referred to other service providers. A full-time mental health employee would ultimately reduce the recidivism rate of residents with mental illness and provide a mechanism by which recidivism rates could be tracked and measured. Currently patients seeking mental health services in the emergency room are isolated for a long period of time, treated and then discharged without follow-up services.

- ***Revise the emergency room discharge planning process:*** Lakewood Hospital should revise the discharge planning process to ensure follow-up services and continuity of care for mental health patients. Ensuring follow-up services and continuity of care would ensure patients receive more consistent mental health care in an outpatient setting. Providing more consistent mental health services in an outpatient setting would reduce the number and cost of repetitive emergency room visits made by residents with mental illness. Currently patients often seek mental health services at the emergency department of a hospital.

- ***Lakewood Hospital should collaborate with community based mental health providers:*** Lakewood Hospital should participate in collaborative meetings regarding mental health services in the communities they serve. Also, Lakewood Hospital could work with providers to develop a regional resource guide by forming a work group that meets regularly and generates dialogue among providers. Participating in collaborative and workgroup meetings would allow Lakewood Hospital to identify and begin to address the mental health needs in the communities the hospital serves. Currently Lakewood hospital does not collaborate with many of the community based mental health providers.

- ***Hospitals should provide continuity in mental health services:*** Hospitals in the community should take the lead on developing a process that fosters continuity in mental health care. Tracking patients with mental health issues and ensuring they receive adequate outpatient services could decrease the recidivism of mental health clients seen in the emergency room for mental health emergencies. Decreasing the frequency of emergency room visits would save Lakewood Hospital money. Currently hospitals do not ensure continuity of care.

- ***Providers should educate themselves on available mental health services:*** Mental health providers should explore the resources available in the communities of the residents they serve. Being aware of the mental health services available to clients would allow providers to save time and promote relevant client referrals and develop connections.

- ***Cleveland Clinic should advocate for strong mental health services:*** Cleveland Clinic could be a strong effective advocate against funding cuts to mental health services. Maintaining a strong network of community based mental health services ensures the hospital is not overrun with mental health emergencies. To date Cleveland Clinic has not advocated to keep funding of community based mental health providers from being cut.

PROBLEM IDENTIFICATION:

During the discussion group process, mental health providers discussed three health issues and concerns in their community. These were:

1. Inadequate mental health services
2. Absence of collaboration and communication
3. Lack of transportation

INADEQUATE MENTAL HEALTH SERVICES:

Mental health providers indicated that mental health services in the Lakewood area are inadequate due to funding cuts, a lack of programs and services, long waiting periods, lengthy assessment and enrollment periods, service restrictions and limited translation services.

Contributing Factors:

- There are not enough resources to meet the demand for mental health services causing gaps in service provision (i.e. psychiatric evaluations for children, counseling for uninsured adult and geriatric populations, treatment for the indigent population, etc).
- Budget projection and planning is difficult for community based organizations that do not know what funding will be available and/or which programs will be funded.
- Funding cuts have caused community based organizations to close, eliminate services and/or reduce the number of clients served (i.e. services to underinsured and uninsured clients).
- Community programs and services continue to shrink causing a rise in the number of untreated mentally ill residents.
- Lakewood Hospital closed their psychiatric unit.
- Many residents seek mental health treatment at the emergency room where they are often isolated for hours, treated and then discharged with no active follow-up procedure.
- Mental health screening is limited in the emergency room for patients seeking non-mental health related treatment.
- Many facilities that provide mental health services have a long waiting list that often means a client will not receive services for two to three months and a missed appointment can be rescheduled as far out as six months.
- The initial referral, enrollment and assessment process can take two or three months when an uninsured client seeks mental health services.
- Many clients disengage from the enrollment and assessment process after two or three weeks leaving their mental health needs unmet (i.e. psychiatric evaluation, diagnosis, medication and follow-up treatment).
- Mental health providers typically operate during business hours which can make scheduling appointments difficult for clients who are employed.
- Many agencies have service restrictions and regulations that are not client centered (i.e. insurance limits on billable hours, treatment of individuals with dual diagnoses, set length of time treatment is offered, etc.). These limitations are not driven by and therefore may not meet the mental health needs of residents.
- Many agencies do not have translation services available for non-English speaking residents.
- The absence of translation services often requires adults to pull English speaking children out of school to translate for them during mental health appointments.
- Agencies that use fee for service translation services are required to pay for the translator whether the resident attends the appointment or not.

Mitigating Resources:

Mental health providers identified the following resources in their community that they felt could help improve mental health services:

- University Hospital has residents that provide mental health services
- Children are being screened in schools (e.g. Early Head Start)
- Service providers know how to network and develop connections to secure services
- Lakewood Hospital has geriatric psychiatric services available
- Recovery Resources takes psychiatric referrals from the emergency room
- Children that are insured receive services in as little as a week
- Insured individuals receive services on a first come first serve basis
- There are outreach services for Non-English speaking residents
- Refugees are assigned case workers that help with language translation, housing, school enrollment and medical care
- Lakewood City School provides language students to translate for adults
- Catholic Charities provides services to migrant and refugee residents

Group Suggestions/Recommendations:

Mental health providers offered the following as possible solutions to improve mental health services in their community:

- **Develop a psychiatric residency program:** Lakewood hospital should develop a partnership with local universities to provide a psychiatric residency program and internship opportunities for counseling, social work and psychology students (e.g. University Hospitals program). A psychiatric resident would gain experience providing psychiatric services and community residents would have increased access to psychiatric services. Likewise, interns would gain experience in providing clinical therapy and community residents would have increased access to therapeutic services.

- **Revise the emergency room protocol for treating mental health issues:** Lakewood Hospital should revise the emergency room protocol for treating mental illness by providing a full-time employee to evaluate, treat, and refer and follow-up with mentally ill patients that are identified in the emergency room. Providing a full-time employee would reduce the length of time patients spend in isolation at the emergency room and ensure follow-up services are provided to patients that are referred to other service providers. A full-time mental health employee would ultimately reduce the recidivism rate of residents with mental illness and provide a mechanism by which recidivism rates could be tracked and measured.

- **Revise the emergency room discharge planning process:** Lakewood Hospital should revise the discharge planning process to ensure follow-up services and continuity of care for mental health patients. Ensuring follow-up services and continuity of care would ensure patients receive more consistent mental health care in an outpatient setting. Providing more consistent mental health services in an outpatient setting would reduce the number and cost of repetitive emergency room visits made by residents with mental illness.

ABSENCE OF COLLABORATION AND COMMUNICATION:

Mental health providers indicated there is an absence of collaboration at all a level of mental health service provision causing a disconnection among mental health providers, a disorganized cumbersome referral process, gaps in service provision and the absence of continuity in mental health care.

Contributing Factors:

- Lakewood Hospital reduced the number of social workers making it difficult for community based mental health providers to communicate with the hospital for referrals or follow-up services.
- Lakewood Hospital does not communicate with mental health service providers in the community (i.e. no representation at collaborative meetings).
- The lack of collaboration among service providers leads to a disjointed network of service providers causing a disorganized cumbersome referral process.
- Regulations make it difficult for mental health service providers to share information with other providers about clients with multiple needs when making referrals.
- There are many access points to the mental health service industry and no formal connection between service providers making it difficult to navigate and secure multiple services. Often mental health clients with multiple issues fall through the cracks.
- Information that is disseminated about available services are out of date (i.e. street cards).
- Clients have been discharged from the hospital with instructions to secure services elsewhere.
- There is no continuity for clients in mental health service provision (i.e. the same client seeks multiple services at a variety of providers and there is no communication among providers about the services that the client receives).

Mitigating Resources:

Mental health providers identified the following resources in their community that they felt could improve collaboration and communication:

- SCALE program is a central intake and referral service
- Collaborative group that shares resource information and problem solves
- New revised hand book with information and a services directory of funded programs
- United Way's #211 referral service, churches, health fairs and neighborhood events provide information about programs and services
- Lakewood has community meals every night
- Street cards provides information

Group Suggestions/Recommendations:

Mental health providers offered the following as possible solutions to improve collaboration and communication in their community:

- ***Lakewood Hospital should collaborate with community based mental health providers:*** Lakewood Hospital should participate in collaborative meetings regarding mental health services in the communities they serve. Also, Lakewood Hospital could work with providers to develop a regional resource guide by forming a work group that meets regularly and generates dialogue among providers. Participating in collaborative and workgroup meetings would allow Lakewood Hospital to identify and begin to address the mental health needs in the communities the hospital serves.

- ***Hospitals should provide continuity in mental health services:*** Hospitals in the community should take the lead on developing a process that fosters continuity in mental health care. Tracking patients with mental health issues and ensuring they receive adequate outpatient services could decrease the recidivism of mental health clients seen in the emergency room for mental health emergencies. Decreasing the frequency of emergency room visits would save Lakewood Hospital money.

- ***Providers should educate themselves on available mental health services:*** Mental health providers should explore the resources available in the communities of the residents they serve. Being aware of the mental health services available to clients would allow providers to save time and promote relevant client referrals and develop connections.

- ***Cleveland Clinic should advocate for strong mental health services:*** Cleveland Clinic could be a strong effective advocate against funding cuts to mental health services. Maintaining a strong network of community based mental health services ensures the hospital is not overrun with mental health emergencies.

LACK OF TRANSPORTATION:

Mental health providers indicated that there is a lack of viable transportation options for residents seeking mental health services, particularly children.

Contributing Factors:

- Uninsured residents that are referred by a hospital can have as long as a two hour walk or bus rides to get to the referred service provider.
- Children are no longer provided taxi vouchers to attend mental health appointments.
- Children are provided bus tickets to attend appointments which may require a single parent with multiple children to pay multiple bus fares to get one child to a mental health appointment.
- Residents that take the bus may have to sit for hours and risk missing their appointment.

Mitigating Resources:

Mental health providers did not identify resources in their community that could help increase options for viable transportation.

Group Suggestions/Recommendations:

Mental health providers did not offer suggestions or recommendations to increase options for viable transportation.

APPENDIX G:

Lakewood Hospital Community Inventory of Community Resources

Tripp Umbach completed an inventory of community resources available in the Lakewood Hospital service area using resources identified by the Cleveland Clinic, internet research and United Way's 211 First Call for Help community resource database. Using the zip codes which define the Lakewood Hospital community (44102, 44107, 44111 and 44116) more than 45 community resources were identified with the capacity to meet the three community health needs identified in the Lakewood Hospital CHNA. (Please refer to the Community Health Needs Assessment Report to review the detailed community needs.)

An inventory of the resources in the Lakewood Hospital community found that there is at least one and often multiple resources available to meet each identified community health need. The following table meets CHNA community inventory requirements set forth in IRS Notice 2011-52. (See Table)

INVENTORY OF COMMUNITY RESOURCES AVAILABLE TO ADDRESS COMMUNITY HEALTH NEEDS IDENTIFIED IN THE LAKEWOOD HOSPITAL CHNA

Organization/ Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	Affordable health care for underinsured/uninsured	Improving access to primary, preventive and mental health services	Primary Care	Preventive Care	Mental illness and substance abuse services	Improved coordination of affordable health care services and outreach	Dissemination of information	Patient navigation	Transportation	Basic community services
211 / FIRST CALL FOR HELP - CLEVELAND	Cuyahoga	1331 Euclid Ave. Cleveland, OH 44115 ~ (216)436-2000 ~ www.211cleveland.org	More Information	No restriction	Offers 24-hour telephone information about health and human services in Cuyahoga County. Specializes in referrals to senior programs, alcohol and drug addiction services, homeless shelters and food programs. Serves as the County's after-hours day care referral line. Provides printed directories for seniors, youth and others, and maintains a comprehensive database of health and human services.						*	x	x		
ALCOHOL, DRUG ADDICTION, AND MENTAL HEALTH SERVICES BOARD OF CUYAHOGA COUNTY	Cuyahoga	2012 W 25th St. 6th Flr. Cleveland, OH 44113 ~ (877) 236-8676 ~ www.adamhscc.org	More Information	18+, Under/Uninsured, Mental Health Professionals	Responsible and accountable for the planning, funding and monitoring of public mental health services and alcohol and other drug addiction treatment and prevention services delivered to the residents of Cuyahoga County. Publishes a directory of public behavioral health services available in the community.	x	*	x		x	*	x	x		x
ARAB AMERICAN COMMUNITY CENTER FOR ECONOMIC AND SOCIAL SERVICES IN OHIO	Cuyahoga	11555 Lorain Ave. Cleveland, OH 44111 ~ (216)252-2900 ~ www.aaccess-ohio.org	More Information	Arab Americans	Comprehensive Immigration/Naturalization Services for Middle East Community, Cultural Transition Facilitation for Middle East Community, Job Finding Assistance for Middle East Community, Specialized Information and Referral for Human/Social Services Issues and Middle East Community.		*	x			*	x	x		x
BARTON CENTER	No restriction	14300 Detroit Ave. Lakewood, OH 44107 ~ (216)221-3400 ~ http://www.lkwdpl.org/bartoncenter/	More Information	Seniors 55+	Provides social, educational, recreational, and supportive services. Services include beauty shop, nail care, and massage therapist, transportation to banking, shopping, and doctor's appointments, and telephone reassurance.		*	x			*		x	x	x

Organization/ Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	Affordable health care for underinsured/uninsured	Improving access to primary, preventive and mental health services	Primary Care	Preventive Care	Mental illness and substance abuse services	Improved coordination of affordable health care services and outreach	Dissemination of information	Patient navigation	Transportation	Basic community services
BEREA CHILDREN'S HOME AND FAMILY SERVICES - LAKEWOOD OUTPATIENT COUNSELING CENTER	Cuyahoga, Northeast Ohio	15200 Madison Ave. Lakewood, OH 44107 ~ (440)260-8300 ~ www.bchfs.org	More Information	All ages	Provides individual, marital, and group counseling, mental health assessment and treatment planning. Helps clients to deal with acute crises related to marital problems, grief, abuse, phobia, and depression. Also provides counseling for major psychiatric disorders such as: Schizophrenia, Bi Polar Disorder, etc. Psychiatric case management may be included for those who require support in managing their symptoms or in accessing community services.	x	*			x	*		x		x
BRIDGEWAY - MAIN SITE / DETROIT HELP CENTER	Cuyahoga	8301 Detroit Ave. Cleveland, OH 44102 ~ (216)334-8608 ~ www.bridgewayinc.org	More Information	18+, Under/Uninsured	Provides psychiatric assessment and ongoing medication management for those with serious mental disorders. The patient sees a psychiatrist and a nurse at least every 3 months.	x	*			x	*		x		x
CATHOLIC CHARITIES HEALTH AND HUMAN SERVICES - DISABILITY SERVICES	No restriction	7911 Detroit Ave. Cleveland, OH 44102 ~ (216)334-2963 ~www.clevelandcatholiccharities.org/disability	More Information	No restriction	Provides information and referral regarding social, recreational and ministerial services to individuals with cognitive and other developmental disabilities. Does not provide referrals for financial assistance or for basic needs such as food and shelter.						*		x		
CATHOLIC CHARITIES SERVICES OF CUYAHOGA COUNTY - HEAD START PROGRAM	Cuyahoga	7911 Detroit Ave. Cleveland, OH 44102 ~ (216)334-2948 ~ www.clevelandcatholiccharities.org	More Information	Children (3-5 yrs)	Administers the Catholic Charities Head Start program, which has 11 sites in Cleveland and 1 site in Parma. A Federal delegate agency. Handles registration and enrollment for its sites.						*	x	x	x	x
CATHOLIC CHARITIES SERVICES OF CUYAHOGA COUNTY	Cuyahoga	7800 Detroit Ave. Cleveland, OH 44102 ~ (216)939-3712 ~ www.clevelandcatholiccharities.org	More Information	Children, Families, Seniors, and Disabled	Offers a wide variety of services to children and families, the elderly, and the disabled in Cuyahoga County. This site offers outpatient counseling, as well as assessment, mental health services, and case management for seniors.	*				x	*		x		x
CVS MINUTE CLINIC	Cuyahoga	11706 Clifton Blvd. Lakewood, OH 44107-2018	More Information	All ages	Urgent Care / Express Clinic / Walk-in	*		x	x						
DIABETES PARTNERSHIP OF CLEVELAND	Cuyahoga, Lake, Lorain, Geauga, Portage, Summit	3601 S Green Rd. #100 Beachwood, OH 44122 ~(216)591-0800 ~http://www.diabetespartnership.org/		No restriction, Diabetes patients	Provides education, research and advocacy for the prevention and management of diabetes in Greater Cleveland. Offers services and education programs for those with diabetes, as well as information and screening services for the general public.	*			x		*	x	x		x

Organization/ Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	Affordable health care for underinsured/uninsured	Improving access to primary, preventive and mental health services	Primary Care	Preventive Care	Mental illness and substance abuse services	Improved coordination of affordable health care services and outreach	Dissemination of information	Patient navigation	Transportation	Basic community services
DIABETES RESOURCE GUIDE	Cuyahoga, Lake, Lorain, Geauga, Portage, Summit	3601 S Green Rd. #100 Beachwood, OH 44122 ~(216)591-0800 ~http://www.diabetespartnership.org/	More Information	No restriction, Diabetes patients	Produces an annual directory of diabetes-related services in the six county agency service area, On the web site, and if necessary by mail.						*	x	x		
FAIRVIEW HOSPITAL - WESTOWN PHYSICIAN CENTER PRIMARY MEDICINE	No restriction	10654 Lorain Ave. Cleveland, OH 44111 ~ (216)941-8888 ~ www.fairviewhospital.org	More Information	No restriction, Low-income	Primary care physician services for low-income individuals including women's health care, preventive medical care and health maintenance, individual patient education and nutrition counseling, immunizations, pediatrics, and a selected range of other primary medical care services. Operates an on-site pharmacy and will fill prescription written by Westown physicians.	x	*	x	x						
FAITH HEAD START	Cuyahoga	12601 Detroit Ave. Lakewood, OH 44107 ~ (216)228-8918	More Information	Children (3-5 yrs)	Faith Presbyterian Head Start is a preschool that also provides parenting classes and outreach support services including health, mental health, dental and social services.	x	*	x	x	x	*		x		x
FIRST CHOICE HOME HEALTH CARE SERVICES	Cuyahoga, Lorain, Geauga, Lake, Medina	1457 W 117th St. Cleveland, OH 44107 ~ (800)568-6216 ~ www.firstchoiceohio.com	More Information	18+	Non-emergency medical transportation									x	
GILBERT HEAD START	Cuyahoga	3288 West 58th Street Cleveland, OH 44102 ~ 216-631-1982	More Information	Children (3-5 yrs)	Preschool that also provides parenting classes and outreach support services including health, mental health, dental and social services.	x	*	x	x	x	*	x	x		x
GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY	Cuyahoga County with connections to other counties	1240 West 6th Street Cleveland, OH 44113-1302 ~(216)781-1110 ~ www.riderta.com	More Information	No restrictions	Public transportation system with bus, rapid transit and paratransit service on approx. 100 routes with local and express service.									x	
GUIDE TO FREE OR AFFORDABLE HEALTH CARE FOR CHILDREN, TEENS AND ADULTS	Cuyahoga	4261 Fulton Pkwy. Cleveland, OH 44144 ~ (216)987-8433 ~ employment.cuyahogacounty.us	More Information	No restriction	Provides a guide to low cost or free health care in Cuyahoga County. Particularly emphasizes programs which are free or offer sliding scales. Available in English and Spanish versions.	x	*				*	x	x		x
HISPANIC SENIOR CENTER	Cuyahoga	7800 Detroit Avenue Cleveland, Ohio 44102 ~(216)631-3599	More Information	Seniors	Includes but is not limited to outpatient mental health services, chemical dependency services, employment services, services for seniors, services for youth, and Head Start. Also transports and accompanies clients to medical and administrative appointments (Social Security, utilities, housing, etc.) This service is not for emergencies.		*			x	*		x	x	x

Organization/ Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	Affordable health care for underinsured/uninsured	Improving access to primary, preventive and mental health services	Primary Care	Preventive Care	Mental illness and substance abuse services	Improved coordination of affordable health care services and outreach	Dissemination of information	Patient navigation	Transportation	Basic community services
LAKEWOOD COMMUNITY SERVICES CENTER	Cuyahoga	14230 Madison Ave. Lakewood, OH 44107 ~(216)226-6466 ~ www.lcsclakewood.org	More Information	No restriction, Low-income	Provides homelessness prevention, housing assistance and resource and referral services. Primarily serves residents of Lakewood; however some services are also offered to residents of Cuyahoga County. Also offers a food pantry .										x
LAKEWOOD COUNTY CLINIC	Cuyahoga	12805 Detroit Rd Lakewood, OH 44107	More Information	No restriction	General medical care for acute, short-term illnesses, Chronic care for treatment of chronic illness including asthma, arthritis, diabetes, hypertension, and thyroid disorders, Pediatric dental routine exams, x-rays, fillings, and emergency services and Adult dental treatment of emergency dental problems.	x	*	x							
LAKEWOOD FAMILY COLLABORATIVE	Cuyahoga	12900 Madison Ave. Lakewood, OH 44107 ~(216)529-6870	More Information	DCFS-custody children, Foster parents	Adoption and Foster/Kinship Care Support Groups, Foster Parent/Family Recruitment, Specialized Information and Referral for Adoption/Foster Care Issues, Specialized Information and Referral for Human/Social Services Issues and Families, Specialized Information and Referral for Hunger/Food Issues and Families.						*	x	x		x
LAKEWOOD FHC	Cuyahoga	16215 Madison Avenue Lakewood, OH 44107 ~ (800)760-1513	More Information	No restriction	Primary, Dental Care, Nutrition Services, internal medicine, Colorectal Surgery and Cardiology		*	x	x						
LAKEWOOD HOSPITAL	Cuyahoga	14519 Detroit Avenue Lakewood, OH 44107 ~ (216)521-4200	More Information	No restriction	Primary Care,Behavioral Health – Inpatient, Birthing, Women & Children, Blood Management Program, Cleveland Clinic Neurological Institute, Cleveland Clinic Ophthalmology/Lakeland Eye, Diabetes and Endocrine Center, Digestive Health, Heart Center, Emergency Department, Pain Management, Inpatient Units, Orthopaedics, Rehabilitation Services, SeniorCare, Surgical Services, Teen Health Center, Vein & Vascular Center	x	*	x	x	x					
LAKEWOOD HOSPITAL TEEN HEALTH CENTER	No restriction	15644 Madison Ave. Ste. 108 Madison Square Medical Bldg. Lakewood, OH 44107 ~ (216)391-8336	More Information	Adolescents 12-18 yrs.	Provides primary health services to teens, including, but not limited to, physical exams, nutrition, exercise and health, and health education, immunization services.		*	x	x	x					

Organization/ Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	Affordable health care for underinsured/uninsured	Improving access to primary, preventive and mental health services	Primary Care	Preventive Care	Mental illness and substance abuse services	Improved coordination of affordable health care services and outreach	Dissemination of information	Patient navigation	Transportation	Basic community services
LAKEWOOD KATHLEEN AND ROBERT LAWTHER CENTER (WEST)	Cuyahoga	16024 Madison Avenue Lakewood, OH 44107 ~(216)521-1515 ~ www.onelakewood.com	More Information	Seniors 60+	Collaborative Health Services, Wellness Programs, Social Work Services, Homemaking, Caregiver Support, Yard Maintenance, Leaf & Snow Removal, Transportation for Medical Appointments, Senior Centers and Public Benefits, Grocery Shopping, Congregate Meals Home Delivered Meals		*		x		*		x	x	x
LAKEWOOD SENIOR CENTER EAST	Cuyahoga	12400 Madison Avenue Lakewood, OH 44107 ~(216)521-1515 ~ www.onelakewood.com	More Information	Seniors 60+	Collaborative Health Services, Wellness Programs, Social Work Services, Homemaking, Caregiver Support, Yard Maintenance, Leaf & Snow Removal, Transportation for Medical Appointments, Senior Centers and Public Benefits, Grocery Shopping, Congregate Meals Home Delivered Meals		*		x		*		x	x	x
LESBIAN, GAY, BISEXUAL, TRANSGENDER COMMUNITY CENTER OF GREATER CLEVELAND	Cuyahoga	6600 Detroit Ave. Cleveland, OH 44102 ~ (216)651-5428 ~ www.lgbtcleveland.org	More Information	Lesbian / gay / bisexual / transgender community	LGBT Referral Services for Physician Referrals, Specialized Information and Referral for Gay/Lesbian/Bisexual/Transgender Issues and Therapy Referrals					x	*	x	x		
LORAIN SQUARE GOLDEN AGE CENTER - WEST SIDE CLUSTER	Cuyahoga	16321 Lorain Ave. Cleveland, OH 44111 ~ (216)251-0550 ~ goldenagecenters.org	More Information	Seniors 60+	Provides social, educational, recreational, and supportive services for seniors. Health Screenings, Transportation and Social Services		*		x		*		x	x	x
METROHEALTH WEST PARK	No restriction	3838 W 150th St. Cleveland, OH 44111 ~ (216)957-5000 ~ www.metrohealth.org	More Information	No restriction	Specialty services include cardiology, neurology, and obstetrics/gynecology, including fetal diagnostics.		*	x							
MURTIS TAYLOR HUMAN SERVICES SYSTEM - DETROIT ROAD SITE	Cuyahoga	11008 Detroit Rd. Cleveland, OH 44102 ~ (216)283-4400 ext. 2346	More Information	18+, Under/Uninsured	Offers general and psychiatric disorder counseling, clinical evaluations, medication monitoring, case management and transportation.	X	*			x	*		x		x
NEIGHBORHOOD FAMILY PRACTICE - MAIN SITE	Cuyahoga	3569 Ridge Rd. Cleveland, OH 44102 ~ (216)281-0872	More Information	No restriction, Under/Uninsured	Health care for the entire family, including mental health, and supportive services, help by phone, support groups for patients, and health education. prescription discounts and helps clients find patient assistance programs and fill out paperwork.	X	*	x	x	x	*		x		

Organization/ Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	Affordable health care for underinsured/uninsured	Improving access to primary, preventive and mental health services	Primary Care	Preventive Care	Mental Illness and substance abuse services	Improved coordination of affordable health care services and outreach	Dissemination of information	Patient navigation	Transportation	Basic community services
NORTH COAST HEALTH MINISTRY - MAIN SITE	Cuyahoga, Lorain	16110 Detroit Ave. Lakewood, OH 44107 ~(216)228-7878 ~ nchealthministry.org	More Information	No restriction, Low-income, Under/Uninsured	Medical services to low-income, uninsured individuals. Offers primary care, including regular check-ups/preventive care, chronic disease management, women's health and pediatrics; social work services and referrals for social services; and free/discounted prescriptions. Assist with paperwork for patient assistance programs.	x	*	x	x		*		x		
NORTHEAST OHIO COALITION FOR THE HOMELESS	Cuyahoga	3631 Perkins Ave. 3A-3 Cleveland, OH 44114 ~(216)432-0540 ~ www.neoch.org	More Information	Homeless	Functions as a body of homeless and formerly homeless persons, public, private and nonprofit organizations, and individuals whose goal is to organize and empower homeless and at-risk persons through public education, advocacy, and the promotion of nurturing environments. Annually produces a comprehensive list of shelters, meal sites, public health facilities, legal services, and other service providers in Cuyahoga County which assist the homeless in emergency situations.						*	x	x		x
PARKWOOD HEAD START	Cuyahoga	13714 Madison Avenue Cleveland, OH 44107 ~(216)228-2455	More Information	Children (3-5 yrs)	Preschool that also assists parents in obtaining speech, hearing, vision, mental health, social services and dental screenings and services. With an on-site nutrition coordinator.	x	*	x	x	x	*	x	x		x
PLANNED PARENTHOOD OF NORTHEAST OHIO - ROCKY RIVER CENTER	Cuyahoga	20800 Center Ridge Rd. Ste. 101 Rocky River, OH 44116 ~ (440) 331-8744 ~www.plannedparenthood.org/cleveland	More Information	All ages (Primarily women)	Offers birth control education and services, screening for a variety of conditions, including pregnancy, HIV testing, other sexually transmitted diseases, pap smears, midlife services, screening for prostate cancer, blood pressure, high cholesterol, treatment and education. Provides vaccinations against human papilloma virus (HPV). General preventive health care and issue and fill prescriptions. Can help with patient assistance program.	x	*	x	x		*	x	x		
RECOVERY RESOURCES-WEST	Cuyahoga	3950 Chester Avenue Cleveland, Ohio 44114 ~(216)431-4131 ~ info@recres.org	More Information	No restriction	Substance Abuse, Mental Health, Housing, Prevention, Pharmacological & Case Management, Peer Support, Vocational				x	x	*				
RESOURCE GUIDE FOR OLDER ADULTS AND THEIR FAMILIES	Cuyahoga, Geauga, Lake, Lorain, Medina	925 Euclid Ave. Ste. 600 Cleveland, OH 44115 ~(800)626-7277 ~ www.psa10a.org	More Information	Seniors	Directory/Resource List Publication for Older Adult/Aging Issues, Printed Materials for Older Adult/Aging Issues						*	x	x		

Organization/ Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	Affordable health care for underinsured/uninsured	Improving access to primary, preventive and mental health services	Primary Care	Preventive Care	Mental Illness and substance abuse services	Improved coordination of affordable health care services and outreach	Dissemination of information	Patient navigation	Transportation	Basic community services
ROCKY RIVER SENIOR CENTER	Targets Rocky River residents	21014 Hilliard Blvd. Rocky River, OH 44116 ~(440)333-666 ~ www.rrcity.com	More Information	Seniors 50+	Provides a full-service senior center offering a variety of recreational and educational activities and social, vocational meal and transportation services.						*			x	x
SAFERIDES AMBULETTE	Cuyahoga and Lorain	Lakewood, OH 44107 ~ (216)226-2600 ~sra2600@aol.com	More Information	Wheelchair-bound or developmentally disabled	Provides door-to-door non-emergency transportation to people using wheelchairs and to those with developmental disabilities.									x	
ST. IGNATIUS HEAD START	Cuyahoga	10205 Lorain Avenue Cleveland, OH 44111 ~(216)251-3615	More Information	Children (3-5 yrs)	Preschool that also provides parenting classes and outreach support services including health, mental health, dental and social services.	x	*	x	x	x	*	x	x		x
TRINITY UNITED HEAD START	Cuyahoga	9900 Madison Avenue Cleveland, OH 44102 ~(216)281-1369	More Information	Children (3-5 yrs)	Preschool that also assists parents in obtaining speech, hearing, vision, mental health, social services and dental screenings and services. With an on-site nutrition coordinator.	x	*	x	x	x	*	x	x		x
WEST ROSE-MT. CARMEL SENIOR CENTER	No restriction	1331 W 70th St. Cleveland, OH 44102 ~ (216)631-7717	More Information	Seniors	Provides supportive services and social/recreational activities for adults 60 years of age or older. Programs include congregate and home-delivered meals. Offers transportation service to participants within service area.		*		x		*			x	x
WEST SIDE COMMUNITY HOUSE	Cuyahoga	9300 Lorain Ave. Cleveland, OH 44102 ~ (216)771-7297 ext. 303 ~ www.wschouse.org	More Information	Seniors	Provides various programs for senior adults that include congregate meals, mobile meals, transportation, social and recreational activities, outreach and supportive services.						*			x	x
WEST SIDE ECUMENICAL MINISTRY	Cuyahoga	5209 Detroit Ave. Cleveland, OH 44102 ~ (216)631-1555 ~ www.wsem.org	More Information	All ages, Low-income	Helps individuals and their families meet their needs through programs of service and empowerment. Provides services for all ages including specific programs for children. Offers services such as counseling, pantry services, preschool education (Head Start), and education programs. Operates the El Barrio program that provides employment, education, and social services for both Hispanics and non-Hispanics.	x	*		x		*	x	x		x
WESTERN RESERVE AREA AGENCY ON AGING	Cuyahoga, Geauga, Lake, Lorain, Medina	925 Euclid Ave. Ste. 600 Cleveland, OH 44115 ~(800)626-7277 ~ www.psa10a.org	More Information	Seniors	Plans, coordinates, funds, educates, and advocates for the delivery of a range of services that address and enhance the ability of older persons to maintain high levels of health, productivity and independence.						*	x	x		x

Organization/ Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	Affordable health care for underinsured/uninsured	Improving access to primary, preventive and mental health services	Primary Care	Preventive Care	Mental illness and substance abuse services	Improved coordination of affordable health care services and outreach	Dissemination of information	Patient navigation	Transportation	Basic community services
WILLARD HEAD START	Cuyahoga	2220 West 95th Street Cleveland, OH 44102 ~(216)651-5154	More Information	Children (3-5 yrs)	Preschool that also assists parents in obtaining speech, hearing, vision, mental health, social services and dental screenings and services. With an on-site nutrition coordinator.	x	*	x	x	x	*	x	x		x

Lakewood Hospital
14519 Detroit Road
Lakewood, Ohio 44107

2013 Community Health Needs Assessment
Implementation Strategy
As required by Internal Revenue Code § 501(r)(3)

Name and EIN of Hospital Organization Operating Hospital Facility:
Lakewood Hospital # 34-1542312

Date Approved by
Authorized Governing Body: September 9, 2013

Authorized Governing Body: Board of Directors,
                                              The Cleveland Clinic Foundation

Contact: Cleveland Clinic
                                              chna@ccf.org

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2013 LAKEWOOD HOSPITAL IMPLEMENTATION STRATEGY

I. Introduction and Purpose

This written plan is intended to satisfy the requirements set forth in Internal Revenue Code Section 501(r)(3) regarding community health needs assessments and implementation strategies. The overall purpose of the implementation strategy process is to align the hospital's limited resources, program services and activities with the findings of the community health needs assessment ("CHNA").

A. Description of Hospital

Lakewood Hospital, a Cleveland Clinic hospital, located in the city of Lakewood on Cleveland's West Side, has 263 staffed beds including a rehabilitation facility, skilled nursing facility and psychiatric unit. It has several strong clinical Centers of Excellence: Diabetes & Endocrine Center, Neuroscience, Senior Care and Orthopaedics. Lakewood Hospital is a Joint Commission-certified Primary Stroke Center.

Cleveland Clinic defines and measures community benefit (including financial assistance) using the Catholic Health Association ("CHA") community benefit model, which recommends reporting financial assistance on a cost basis. Using this model, in 2012 and 2011 Cleveland Clinic and its affiliates provided $754 and $693 million, respectively, in benefits to the communities it serves. The community benefit that Cleveland Clinic provides includes patient care provided on a charitable basis, research, education, Medicaid shortfall, subsidized health services and outreach programs. Cleveland Clinic's community benefit reports are available on our website at clevelandclinic.org/communitybenefit.

B. Hospital Mission

Lakewood Hospital was formed in 1907 to provide health care services to its community. Lakewood's Hospital's mission statement is:

> *To provide better care of the sick, investigation into their problems, and further education of those who serve.*

II. Community Definition

The Lakewood Hospital community is defined as the geographic area comprising 80% of inpatient volume. The Lakewood Hospital community consists of 4 zip codes in Cuyahoga County: 44102, 44107, 44111and 44116.

Lakewood Hospital is located within 10 miles of two other Cleveland Clinic hospitals, Fairview and Lutheran Hospitals. Because of this proximity, Lakewood Hospital's community overlaps with those of each of the other hospitals. These three hospitals work together as a part of the Cleveland Clinic health system to serve residents in Cleveland's western communities and suburbs.

III. How Implementation Strategy was Developed

This Implementation Strategy was developed by a team of members of senior leadership of Lakewood Hospital and Cleveland Clinic representing several departments of the organizations, including clinical administration, medical operations, finance and community relations.

Each year, senior leadership at Lakewood Hospital and Cleveland Clinic will review this Implementation Strategy to determine whether changes should be made to better address the health needs of its communities.

IV. Goals of the Implementation Strategy

A. Community Focus: Positively impact the health and wellbeing of the citizens in the communities we serve

B. Value: Continually strive to increase the quality of care provided and the efficiency with which that care is delivered

C. Knowledge: Actively support the efforts of researchers to discover knowledge and educators to train the next generation of health care professionals and build an engaged workforce

V.   Summary of the Community Health Needs Identified

Secondary data, key stakeholder interviews and focus group input were reviewed to identify and analyze the needs identified by each source. The top health needs of the Lakewood Hospital community are those that are supported both by secondary data and raised by key stakeholders and focus groups.

Needs are listed by category (e.g., patient care, community services). See the Lakewood Hospital CHNA for more information: clevelandclinic.org/2013LakewoodCHNA

A. Chronic Diseases and Health Conditions
1. Chronic Obtrusive Pulmonary Disease
2. Adult Asthma
3. Congestive Heart Failure
4. Diabetes
5. Liver related disease
6. Chemical Dependency and Behavioral Medicine

B. Access to Health Services
C. Research
D. Education
E. Access to Community Services
F. Economic and Community Development

VI.   Needs Hospital Will Address

A. Chronic Disease and Health Conditions:

Lakewood Hospital offers patient care and outreach services to promote wellness and to reduce prevalence of chronic disease.   Lakewood Hospital's clinical services focused on the reduction and treatment of chronic diseases are as follows:

1. Chronic Obtrusive Pulmonary Disease
2. Adult Asthma
3. Congestive Heart Failure

Through its Congestive Heart Failure clinic, Lakewood Hospital provides cardiac and pulmonary care services for a variety of conditions, including COPD, Adult Asthma, and Congestive Heart Failure.   These services include skilled nursing, transplantation, and long-term and acute rehabilitation services.

Lakewood Hospital is also stroke certified and provides intensive care services for stroke patients.

4. Diabetes

Lakewood Hospital's Diabetes and Endocrine Center provides inpatient and outpatient services.   Lakewood Hospital also has a strong diabetes outreach program focused on educating patients and its communities on management and prevention.

5. Liver related disease
6. Chemical Dependency and Behavioral Medicine

Lakewood Hospital works collaboratively with Lutheran Hospital, another Cleveland Clinic hospital, to help patients with behavioral medicine and chemical dependency needs through the Lutheran Hospital Adult Behavioral Medicine Center.

In addition to its clinical services, Lakewood Hospital offers outreach programs and community health talks focused on educating the community on healthy behavior choices including exercise, healthcare navigation, stress management, nutrition, and smoking cessation to promote health and wellness, increase access to healthcare resources, and decrease prevalence of chronic disease.

B. Access to Health Services

Lakewood Hospital provides medically necessary services to all patients regardless of race, color, creed, gender, country of national origin, or ability to pay. Lakewood Hospital has a financial assistance policy that is among the most generous in the region that covers both hospital services and physician services provided by physicians employed by the Cleveland Clinic. The financial assistance policy can be found here: http://my.clevelandclinic.org/Documents/Patients/patient-financial-services-assistance.pdf

Lakewood Hospital is continually working to improve its scheduling and support service model to provide consistent experience, improve metrics, and increase efficiency including providing Internet scheduling, accelerating technology implementation and scheduling training.

Lakewood Hospital has implemented a split-flow model for its Emergency Department shortening the time to physicians and overall length of stay and placing patients in areas devoted to their unique needs to improve patient satisfaction and outcomes.

C. Research

Clinical trials and other clinical research activities occur throughout the Cleveland Clinic health system including at the community hospitals.

D. Education

Lakewood Hospital provides medical training opportunities for medical and nursing students and allied health professionals, including physical therapists. In addition, Lakewood Hospital provides work force development in the community through programs of Professional Education and student mentoring at primary and secondary education schools.

VII. Needs Hospital Will Not Address

Lakewood Hospital cannot directly address certain community health needs identified in the CHNA. Access to Community Services and Economic and Community Development are important and may impact a person's health status but do not relate directly to Lakewood Hospital's mission to deliver health care. These are needs that other governmental and nonprofit agencies have the more appropriate expertise, and resources needed to address. Although Lakewood Hospital cannot address these needs directly, it can and does support other governmental and nonprofit agencies to help with these needs.

See Appendix G for the Inventory of Available Resources of the CHNA for additional detail on the organizations and programs, including those affiliated with Lakewood Hospital or the Cleveland Clinic, that are located within the Lakewood Hospital community and capable of addressing these needs..

Lakewood Hospital cannot directly address the following community health need identified in the Community Health Needs Assessment:

A. Access to Community Services

This need relates to the availability and awareness of community services offered by governmental and non-profit organizations unrelated to Lakewood Hospital. Therefore, the hospital will not address this need in its implementation strategy.

Although it cannot directly address this need, Lakewood Hospital does and will continue to collaborate with and support community organizations to help them meet this need.

B. Economic and Community Development

The need for Economic and Community Development including the need for more housing options, readily accessible transportation and better employment rates was identified as a need in the CHNA.

Lakewood Hospital cannot focus or otherwise address the need for transportation or other community service unrelated to the delivery of health care. Although Lakewood Hospital is not directly involved with developing community infrastructure and improving the economy because its mission relates to delivery of quality healthcare, it does and will continue to support local chambers of commerce and community development organizations, collaborate with leaders of regional economic improvement and provide in-kind donation of time, skill and /or sponsorships to support efforts in these areas.

Lakewood Hospital employs over 1100 physicians and other caregivers and provides an overall economic benefit to the community.