



# Community Health Needs Assessment (CHNA) Implementation Strategy

*Fiscal Years 24 - 26*

**DILEY RIDGE  
MEDICAL CENTER**

**Diley Ridge Medical Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on May 17, 2023.** Diley Ridge Medical Center performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment considered a comprehensive review of secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data collection, including input from representatives of the community, community members and various community organizations.

The complete CHNA report is available electronically at <https://dileyridgemedicalcenter.com/pdf/2023-community-health-needs-assessment-diley-ridge-medical-center.pdf> or printed copies are available at 7911 Diley Road, Canal Winchester, Ohio 43110.

## Our Mission

To provide healthcare the way it should be!

## Our Hospital

As one of the integrated health systems in the community and part of Trinity Health, Mount Carmel Health System provides people-centered care at four hospitals located in Franklin County - Mount Carmel East, Mount Carmel Grove City, Mount Carmel St. Ann's, and Mount Carmel New Albany, and Diley Ridge Medical Center in Fairfield County.

An affiliation of Mount Carmel and Fairfield Medical Center, Diley Ridge Medical Center (Diley Ridge) became Central Ohio's first free-standing emergency and diagnostic center. This state-of-the-art medical complex that includes emergency, inpatient, and diagnostic services as well as an attached medical office building in Fairfield County.

The medical center is the centerpiece of the property. In addition to a full-service, 24-hour ER, the center has 10 inpatient beds, a full clinical laboratory, state-of-the-art imaging center and women's health services that include mammography and bone density. The medical office building is home to both primary care and specialty physicians and is seamlessly integrated and connected to the medical center by an enclosed walkway. The building also includes a Nationwide Children's Hospital Close to Home Center, providing pediatric urgent care, laboratory, and radiology services.



## Our Community Based Services

Community Based Services extends Mount Carmel's reach into the community by providing free health services to those in need. From providing healthcare to homeless persons living on the land and at sites throughout central Ohio through our Mobile Medical Coach to wellness and prevention services to reduce the prevalence of chronic disease at the Healthy Living Center, we strive to empower and equip community members to embrace long-term health behavior changes. The Social Care program addresses the needs of people affected by social influencers of health – transportation, housing, food security, language, or socio-economic barriers to build individual and community self-sufficiency and well-being.

## Our Community

Diley Ridge Medical Center is in Fairfield County, part of the city of Canal Winchester (zip code 43110), less than 2 miles from Franklin County. Diley Ridge serves patients throughout northern Fairfield County, including the communities of Pickerington, Groveport, Canal Winchester, Carroll, Baltimore, and Violet Township, as well as patients residing in Franklin County. Diley Ridge works collaboratively with organizations to address the health need of the community including Fairfield County Health Department, ADAMH Board, Fairfield Medical Center, Fairfield Community Health Center, United Way of Fairfield County, and other agencies serving the residents of Fairfield County.

Fairfield County has 158,921 residents with 56,339 households. 84.6% of the population are White and 93.7% of the population has at least a high school diploma. Much of the land (85.5%) in the county contains cultivated crops, forest, and pasture, making the county mostly rural. The most central city and county seat of Fairfield County is Lancaster with over

40,000 residents which is over 30 miles southeast of Columbus.

Franklin County has 1.3 million residents and 522,383 households. The population consists of 65.2% White and 23.1% African American, and 11.4% are Foreign-born. 91.2% of the population has at least a high school diploma. 62.75% of the land is developed with 26.67% containing cultivated crops and forest.

## Our Approach to Health Equity

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

This implementation strategy was developed in partnership with community and will focus on specific populations and geographies most impacted by the needs being addressed. Racial equity principles were used throughout the development of this plan and will continue to be used during the implementation. The strategies implemented will mostly focus on policy, systems and environmental change as these systems changes are needed to dismantle racism and promote health and wellbeing for all members of the communities we serve.

## Health Needs of the Community

The CHNA conducted November 2020 – December 2021 (Franklin County CHNA) and February 2022 – September 2022 (Fairfield County CHNA) identified the significant health needs within the Diley Ridge Medical Center service area. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings to develop a list of significant health needs for Diley Ridge. The significant health needs identified, in order of priority include:

1. Behavioral Health
2. Substance Use Treatment
3. Basic Needs, including Transportation Access
4. Community Outreach
5. Racial Equity
6. Maternal – Infant Health

# Hospital Implementation Strategy

## Significant health needs to be addressed

Diley Ridge Medical Center, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following health needs:

### 1 **Basic Needs, including Transportation Access** – Fairfield County CHNA pages: 67 - 69

Franklin County CHNA pages: 32 – 36, 76 - 79

## Significant health needs that will not be addressed

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

- **Behavioral Health** – Diley Ridge does not plan to directly address this particular need in this implementation strategy. Through the Central Ohio Hospital Council, Mount Carmel Health System partners with other adult hospital systems to communicate psychiatric bed availability, matching open beds with patient needs. This collaborative effort has reduced emergency department wait times by 70% since 2018.
- **Community Outreach** – This priority need may not be formally addressed in this implementation strategy but is addressed in various hospital programs and partnerships. As part of a health system with an extensive outreach programming that provides physical exams, diagnoses and treatments, health assessments and screenings, health education, referrals, and social service assistance.
- **Substance Use Treatment** – Diley Ridge may not be formally addressing this priority in this implementation strategy. However, Diley Ridge has a Substance Abuse Program to help individuals' recovery and make a new life filled with hope by identifying resources and connecting with community partners to create a plan to achieve long-term sobriety.
- **Racial Equity** – This priority need may not be formally addressed in this implementation strategy but is addressed in various hospital programs and partnerships. For example, as part of Central Ohio Hospital Council and Ohio Better Birth Outcomes, offerings will be developed in coordination with a Black-led community-based organization to address racial bias, stigma, discrimination, and effects of structural racism on reproductive health.
- **Maternal-Infant Health** - Diley Ridge Medical Center does not plan to directly address this particular need because maternal and infant health service lines are not offered at Diley Ridge Medical Center. However, for pregnant mothers presenting at Diley Ridge, hemorrhage protocol is in place to provide the best outcome for mom and baby prior to being transported to a birthing facility.

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

certain needs, indicating that the hospital then should refocus its limited resources to best serve the community. This implementation strategy addresses initiatives for three years until a new CHNA is released for Diley Ridge Medical Center in June 2026 to align with the CHNAs released by Fairfield County Health Department and Franklin County Community Health Needs Assessment Steering Committee.

# 1

## Transportation Access



**Hospital facility:** Diley Ridge Medical Center

**CHNA reference pages:** Fairfield County CHNA: 54, 67 – 69, 80 - 82

Franklin County CHNA: 32 – 36, 49 – 50, 76 - 79

### Brief description of need:

- Community leaders feel transportation is especially difficult for community members who live outside of public transportation routes, for those whom scheduling transportation is not a habit or does not meet spontaneous needs, and for older individuals.
- Transportation issues and having multiple children could make the necessary trips to community assets harder.
- While census data shows that most households in the county have access to a vehicle (96.7%), community leaders see a strong need for improved public transportation systems.
- Lack of transportation is the leading cause of patient no-shows for medical appointments, and missed appointments are associated with increased medical care costs for the patient, disruption of patient care and provider-patient relationships, delayed care, and increased emergency room visits (Humana).

### Equitable and Inclusive SMART Objective(s):

1. Increase the number of individuals screened for social needs, particularly transportation needs, from 0% to 75% of patients presenting at Diley Ridge by the end of 2025.
2. Increase number of patients screened with moderate or high responses to SIOH screening transportation needs within a ten-mile radius of Diley Ridge, who are referred to appropriate transportation resources.
3. Initiate partnership with Central Ohio Transit Authority to determine placement of a bus stop within walking distance to Diley Ridge to have placement by year 3.

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

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Initial screening through triage for transportation needs	x	x	x	Diley Ridge Medical Center	Colleagues, materials
			<b>Focus location(s)</b>	<b>Focus Population(s)</b>	
			Diley Ridge Medical Center, Canal Winchester (43110)	Rural, All patients with transportation needs	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Provide resources to patients with moderate or high responses to SIOH screening question about transportation access within a ten-mile radius of Diley Ridge	x	x	x	Diley Ridge Medical Center	Community Resource Directory
				Various transportation services, including Central Ohio Transit Authority (COTA), Central Ohio Agency on Aging, and Lancaster Public Transit.	Mobile app or call for service
			<b>Focus location(s)</b>	<b>Focus Population(s)</b>	
			Patients residing within ten-mile radius of Diley Ridge (Includes Fairfield County zip codes: 43112, 43110, 43147, 43068, 43105 Fairfield and Franklin County zip codes: 43110, 43068 Franklin County zip codes: 43127, 43137, 43207, 43232, 43123, 43227)	Patients with transportation needs	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Partner with Central Ohio Transit Authority (COTA) to have a bus stop placed at Diley Ridge Medical Center	x	x	x	Diley Ridge Medical Center Colleagues	Colleague time
				COTA – COTA//Plus Program	Mobile app or call for on demand service
			<b>Focus location(s)</b>	<b>Focus Population(s)</b>	
			Diley Ridge Medical Center	Patients and residents with transportation needs	

**Anticipated impact of these actions:**

Impact Measures	Baseline	Target	Plan to evaluate the impact
Number of individuals screened for transportation needs	0% There may be a baseline	75% of patients to be screened	Every other month, run SIOH Transportation report in Epic
Number of patients with high to moderate responses to SIOH screening question about transportation successfully connected to transportation resources	0% baseline	60% of patients with high or moderate screening to transportation question who need connected to resources	Every quarter, perform chart review to identify number of patients who received transportation resources
COTA Bus route to include Diley Ridge	No bus stop	Have a COTA bus stop within walking distance of Diley Ridge	Success in having a bus stop placed within walking distance to Diley Ridge

# Adoption of Implementation Strategy

On September 20, 2023, the Board of Directors for Diley Ridge Medical Center voted after review of the 2024-2026 Implementation Strategy for addressing the community health needs identified in the 2023 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

Lorraine Lutton  
President & CEO

September 20, 2023  
Date

