

South Shore Hospital

FY2014-FY2016 Implementation Strategy

For more than 100 years, South Shore Hospital (SSH) has demonstrated its commitment to meeting the health needs of Chicago's South Shore Community.

This summary outlines South Shore Hospital's plan (Implementation Strategy) to address our community's health needs by 1) sustaining efforts operating within a targeted health priority area; 2) developing new programs and initiatives to address identified health needs; and 3) promoting an understanding of these health needs among other community organizations and within the public itself.

Hospital-Level Community Benefit Planning

Priority Health Issues To Be Addressed

In consideration of the top health priorities identified through the CHNA process — and taking into account hospital resources and overall alignment with the hospital's mission, goals and strategic priorities — it was determined that South Shore Hospital would focus on developing and/or supporting strategies and initiatives to improve:

- **Access to Health Services**
- **HIV/AIDS**
- **Mental Health & Mental Disorders**
- **Substance Abuse**
- **Chronic Kidney Disease**

Integration With Operational Planning

[IRS Form 990, Schedule H, Part V, Section B, 6e]

Beginning in 2014, SSH will include a Community Benefit section within its operational plan.

Priority Health Issues That Will Not Be Addressed & Why

[IRS Form 990, Schedule H, Part V, Section B, 7]

In acknowledging the wide range of priority health issues that emerged from the CHNA process, South Shore Hospital determined that it could only effectively focus on those which it deemed most pressing, most under-addressed, and most within its ability to influence.

Health Priorities Not Chosen for Action	<i>Reason</i>
Cancer	SSH has limited resources, services and expertise available to address cancer deaths. Other hospitals in the community have infrastructure and programs in place to better meet this need. Limited resources exclude this as an area chosen for action.
Family Planning	SSH has limited resources, services and expertise available to address family planning issues. Other community organizations have infrastructure and programs in place to better meet this need. Limited resources and lower priority excluded this as an area chosen for action.
Heart Disease & Stroke	SSH has limited resources, services and expertise available to address heart disease & stroke issues. Other community organizations and hospital have infrastructure and programs in place to better meet this need. Limited resources excluded this as an area chosen for action.
Immunizations	Advisory committee members felt that more pressing health needs existed. Limited resources and lower priority excluded this as an area chosen for action.
Injury & Violence Prevention	SSH believes that this priority area falls more within the purview of the county health department and other community organizations. Limited resources and lower priority excluded this as an area chosen for action.
Maternal & Infant Health	SSH has limited resources, services and expertise available to address maternal & infant health issues. Other community organizations and hospital have infrastructure and programs in place to better meet this need. Limited resources and lower priority excluded this as an area chosen for action.
Oral Health	Advisory committee members felt that more pressing health needs existed. Limited resources and lower priority excluded this as an area chosen for action.
Respiratory Disease	SSH has limited resources, services and expertise available to address respiratory disease issues. Other community organizations and hospital have infrastructure and programs in place to better meet this need. Limited resources excluded this as an area chosen for action.
Sexually Transmitted Diseases	SSH believes that this priority area falls more within the purview of the county health department and other community organizations. Limited resources and lower priority excluded this as an area chosen for action.
Tobacco Use	SSH has limited resources, services and expertise available to address tobacco use issues. Other community organizations have infrastructure and programs in place to better meet this need. Limited resources and lower priority excluded this as an area chosen for action.
Vision	Advisory committee members felt that more pressing health needs existed. Limited resources and lower priority excluded this as an area chosen for action.

The following displays outline South Shore Hospital’s plan to address those priority health issues chosen for action in the FY2014-FY2016 period.

ACCESS TO HEALTH SERVICES	
Community Partners/ Planned Collaboration	<ul style="list-style-type: none"> • M3 • Land of Lincoln Health • Accountable Care Entity Members
Goal	To improve healthcare access services by continuing current initiatives and adopting new programs that will help our patients take advantage of the expansion of Illinois Medicaid and the newly formed Illinois Health Marketplace.
Timeframe	FY2014-FY2016
Scope	This strategy will focus on residents in the south shore community of Chicago, Illinois.
Strategies & Objectives	<p>Strategy #1: Continue to provide appropriate charity care to uninsured members of the community.</p> <ul style="list-style-type: none"> • SSH provides \$3M+ (actual cost) per year in health services for the uninsured <p>Strategy #2: Aid our uninsured or underinsured patients in the process of obtaining health insurance coverage.</p> <ul style="list-style-type: none"> • Hire a Financial Counselor with the goal of helping patients get signed up for Medicaid or to obtain healthcare on the Illinois Health Marketplace exchange. • Continue partnership with M3 in working with the uninsured on obtaining health insurance or qualifying for public aid. In FY2012, this partnership aided 37 patients in becoming Medicaid eligible and in FY2013, 151 patients were signed up for Medicaid. • Contract with Land of Lincoln Health as an additional health insurance option for our employees and patients. • Partner with other hospitals and clinical organizations in our area to form an Accountable Care Entity (ACE) with the goal of providing an option for PCP and Specialist services in a managed care environment.
Financial Commitment	<ul style="list-style-type: none"> • \$3M+ per year (actual cost) in Charity Care Services • Financial Counselor salary of \$47k/year • M3 Contract rate of \$35k+/year • Initial Capital Contribution of \$20k for ACE • ACE first year commitment xxx
Anticipated Impact	<ul style="list-style-type: none"> • Decrease the amount of residents of the south shore community in Chicago, Illinois who are uninsured.
Plan to Evaluate Impact	<ul style="list-style-type: none"> • Number of patients obtaining access to Medicaid through M3 Contract • Number of self pay patients who our financial counselor has helped obtain coverage • Decrease in charity care expenses • After obtaining state approval of ACE, evaluate number of lives assigned to the ACE by IDPH
Results	<i>Pending</i>

HIV/AIDS	
Community Partners/ Planned Collaboration	<ul style="list-style-type: none"> • Dr. Parks • Chicago Family Circle • Community Outreach Organizations
Goal	To provide HIV/AIDS treatment and education in the south shore community to improve patients' quality of life and understanding of the disease.
Timeframe	FY2014-FY2016
Scope	This strategy will focus on residents in the south shore community of Chicago, Illinois.
Strategies & Objectives	<p>Strategy #1: Maintain a clinic center at 2525 E. 83rd St. to provide primary healthcare services to HIV/AIDS patients.</p> <p>Strategy #2: Provide community-wide educational services on preventative and behavioral risk factors.</p> <p>Strategy #3: Distribute supplies to aid in the prevention of the spread of HIV/AIDS.</p>
Financial Commitment	HIV/AIDS treatment and education program annual budget of \$110,000.
Anticipated Impact	<ul style="list-style-type: none"> • Provide disease screening services to approximately 400 people. • Provide medical treatments to approximately 40 patients. • Distribute preventative supplies to approximately 700 people.
Plan to Evaluate Impact	<ul style="list-style-type: none"> • Number of screen tests performed • Number of patients treated • Amount of supplies distributed
Results	<i>Pending</i>

Mental Health & Mental Disorders	
Community Partners/ Planned Collaboration	<ul style="list-style-type: none"> • Horizon Health • Outpatient Program for Mental Health – Metropolitan Family Services: Southeast Chicago
Goal	To provide mental health treatment and education in the south shore community to improve patients' quality of life and understanding of the disease.
Timeframe	FY2014-FY2016
Scope	This strategy will focus on residents in the south shore community of Chicago, Illinois.
Strategies & Objectives	<p>Strategy #1: Maintain an inpatient Geriatric Psychiatric (GP) unit.</p> <ul style="list-style-type: none"> • 15-bed GP unit opened in December 2012. • GP budgeted volume for 2014 is over 5,000 patient days (assuming a 95% capacity). <p>Strategy #2: Provide community-wide mental health educational and therapy services.</p> <ul style="list-style-type: none"> • The hospital will refer mental health outpatient services to Metropolitan Family Services: Southeast Chicago who will provide case management, education, counseling, etc. services to our patients. <p>Strategy #3: Explore potential to open a mental health intensive outpatient or stepdown program in the south shore community.</p> <ul style="list-style-type: none"> • Team from South Shore Hospital attended a seminar in late 2013 to learn about partial inpatient and intensive outpatient mental health program. • Feasibility study is forthcoming.
Financial Commitment	FY2014 Geriatric Psychiatric budget is \$1,999,734
Anticipated Impact	<ul style="list-style-type: none"> • Provide inpatient geriatric psychiatric services to approximately 550 people a year. • Provide referral services for outpatient mental health education and therapy to approximately 50 people a year.
Plan to Evaluate Impact	<ul style="list-style-type: none"> • Average Daily Census of Geriatric Psychiatric Unit • Number of patients treated in Mental Health Outpatient Program
Results	<i>Pending</i>

Substance Abuse	
Community Partners/ Planned Collaboration	<ul style="list-style-type: none"> • South East Alcohol and Drug Abuse Center (SEADAC) • County Care • Dr. E. Walker – Suboxone Clinic
Goal	To provide detoxification and chemical dependency rehabilitation services in the south shore community to improve patients' quality of life and understanding of the disease.
Timeframe	FY2014-FY2016
Scope	This strategy will focus on residents in the south shore and surrounding communities of Chicago, Illinois.
Strategies & Objectives	<p>Strategy #1: Maintain an inpatient Chemical Dependency (CD) unit.</p> <ul style="list-style-type: none"> • Maintain a 15-bed inpatient CD unit. • CDU budgeted patient days for FY2014 is 2,000 <p>Strategy #2: Maintain an inpatient Detoxification unit.</p> <ul style="list-style-type: none"> • Maintain a 10-bed inpatient Detox unit. • Detox budgeted patient days for FY2014 is 1,000 <p>Strategy #2: Provide community-wide outpatient substance abuse counseling program.</p> <ul style="list-style-type: none"> • The hospital will refer outpatient substance abuse counseling to South East Alcohol and Drug Abuse Center (SEADAC) and to Dr. E. Walker's Clinic.
Financial Commitment	FY2014 Chemical Dependency Program budget is \$926,649 FY2014 Detoxification Program budget is \$378,670
Anticipated Impact	<ul style="list-style-type: none"> • Provide inpatient chemical dependency services to approximately 300 people a year. • Provide inpatient detoxification services to approximately 400 people a year.
Plan to Evaluate Impact	<ul style="list-style-type: none"> • Average Daily Census of Chemical Dependency Unit • Number of patients treated in Detoxification Program
Results	<i>Pending</i>

Chronic Kidney Disease	
Community Partners/ Planned Collaboration	<ul style="list-style-type: none"> • Cipher Health – post-discharge follow up calls to patients • Fresenius Medical Care – inpatient hemodialysis services and nephrology physician services • Nephrology Associates of Northern Illinois
Goal	To provide inpatient and outpatient kidney-related education and medical services in the south shore community to improve patients’ quality of life and understanding of the disease.
Timeframe	FY2014-FY2016
Scope	This strategy will focus on residents in the south shore community of Chicago, Illinois.
Strategies & Objectives	<p>Strategy #1: Maintain an inpatient Hemodialysis (HD) Program</p> <ul style="list-style-type: none"> • FY2014 budgeted expenditures are almost \$400k for the hospital’s inpatient Hemodialysis program, which includes providing over 500 inpatient dialysis treatments <p>Strategy #2: Provide pre-appointment and post-admission services to ensure our patient have the support they need relating to their current situation.</p> <ul style="list-style-type: none"> • Continue transportation services to community members needing rides to appointments, dialysis services, outpatient testing, etc. FY2014 budget for this program is approximately \$50,000. • Contract with Cipher Health to perform post-discharge follow up call to ensure our patients have received their medication and are properly managing their disease and follow-up care. FY2014 budget for this program is approximately \$48,000. <p>Strategy #3: Provide outpatient diabetes education to members of the south shore community.</p> <ul style="list-style-type: none"> • Diabetes classes provided free of charge; total FY2014 budget is \$20,000.
Financial Commitment	<p>FY2014 Hemodialysis Program Budget is \$399,060</p> <p>FY2014 Patient Transportation Budget is \$50,000</p> <p>FY2014 Post-Discharge Follow Up Calls Budget is \$48,000</p>
Anticipated Impact	<ul style="list-style-type: none"> • Provide inpatient hemodialysis services to approximately 150 people a year. • Provide post-discharge follow-up phone calls to approximately 200 people a year. • Provide outpatient diabetes education to approximately 60 people a year.
Plan to Evaluate Impact	<ul style="list-style-type: none"> • Reduction in Re-Admissions related to Chronic Kidney Disease
Results	<i>Pending</i>

On **DATE TBD**, the Board of South Shore Hospital, which includes representatives from throughout the South Shore community, met to discuss this plan for addressing the community health priorities identified through our Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget items to undertake these measures to meet the health needs of the community.

Here, you will detail how and when this Implementation Strategy was formally adopted by your organization.

SSH Board Approval & Adoption:

By Name & Title

Date

Remember: you will be attaching this document to your IRS Form 990, Schedule H.