



2013 Community Health Needs Assessment-Hillcrest Hospital

Founded in 1968, Hillcrest Hospital is an acute care facility with 476 staffed beds offering advanced medical and surgical care, sophisticated technology, research and education. The hospital has specialties in cardiology, cancer, diabetes, pediatrics and women's services, and has a Level III Neonatal Intensive Care Unit. Hillcrest Hospital is a Level II Adult Trauma Center, Primary Stroke Center and Certified Chest Pain Center. The hospital has the only 24-hour Pediatric Emergency Department on Cleveland's East Side. Hillcrest Hospital 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 supporting 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.

Hillcrest Hospital has identified all of these needs in its CHNA.

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



Hillcrest Hospital

Community Health Needs Assessment – Final Report



February 24th, 2012



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Introduction

Hillcrest Hospital, a 496-bed community hospital located in Mayfield Heights, 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 May 2011. Hillcrest Hospital is a member of the Cleveland Clinic Health System. During the community health needs assessment process, Hillcrest Hospital collaborated with other hospitals comprising the Cleveland Clinic Health System:

- ☐ Lakewood 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 Hillcrest 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 Hillcrest Hospital, with 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 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 Hillcrest Hospital community is defined as 26 zip codes spanning five counties in Northeast Ohio: Cuyahoga, Geauga, Lake, Portage and Summit County containing 80% of the hospital's inpatient volumes (see Figure 1 & Table 1).

Hillcrest Hospital Community Zip Codes

Table 1

Zip	Community	County	Zip	Community	County
44022	Chagrin Falls	Cuyahoga	44046	Huntsburg	Geauga
44040	Gates Mills	Cuyahoga	44065	Newbury	Geauga
44118	Cleveland Heights	Cuyahoga	44072	Novelty	Geauga
44121	Cleveland	Cuyahoga	44095	Eastlake	Lake
44122	Beachwood	Cuyahoga	44077	Painesville	Lake
44124	Cleveland	Cuyahoga	44094	Willoughby	Lake
44139	Solon	Cuyahoga	44092	Wickliffe	Lake
44143	Cleveland	Cuyahoga	44060	Mentor	Lake
44146	Bedford	Cuyahoga	44255	Mantua	Portage
44021	Burton	Geauga	44202	Aurora	Portage
44023	Chagrin Falls	Geauga	44087	Twinsburg	Summit
44024	Chardon	Geauga	44067	Northfield	Summit
44026	Chesterland	Geauga	44056	Macedonia	Summit

Hillcrest Hospital Community Map



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. Many of our projects are national pilots and have received statewide and national recognition.

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 books¹ on the topic of community health and has presented at more than 50 state and national community health conferences.

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 Hillcrest 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, and
- ☐ 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 Hillcrest Hospital — resulting in the identification and prioritization 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 Hillcrest 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 Hillcrest 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 nine interviews were completed with key stakeholders in the Hillcrest Hospital community. Organizations represented are included in Appendix A.
- ❑ **Focus Groups with Community Residents:** Tripp Umbach worked closely with hospital leadership to assure that community members, including underrepresented residents were included in the needs assessment planning process via a series of three focus groups conducted in the Hillcrest Hospital community. Focus group audiences were defined by hospital leadership utilizing secondary data to identify health needs and deficits in targeted populations. Focus group audiences included: Independent Living Seniors, Assisted Living Seniors and Russian Citizens.
- ❑ **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 Hillcrest 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 Hillcrest Hospital community (44022, 44040, 44118, 44121, 44122, 44124, 44139, 44143, 44146, 44021, 44023, 44024, 44026, 44046, 44065, 44072, 44095, 44077, 44094, 44092, 44060, 44255, 44202, 44087, 44067, and 44056) more than 85 community resources were identified with the capacity to meet the three community health needs identified in the Hillcrest 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 Hillcrest 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 Hillcrest Hospital community that are supported by secondary and or primary data. Needs identified include: 1.) Enhancing healthy lifestyles for seniors, 2.) Increasing access to primary and preventive care and affordable health insurance, and 3.) A greater focus on improved coordination of healthcare services and outreach (not listed in any specific order). A summary of the top three needs in the Hillcrest Hospital community follows:

❑ ENHANCE HEALTHY LIFESTYLES FOR SENIORS

Underlying factors identified by secondary data and primary input from community stakeholders and focus groups with residents: Need for health education, transportation for healthcare services, access to wellness facilities, affordable and available healthy food choices, and employment and/or volunteer opportunities

- ✓ Residents in the Hillcrest Hospital community are slightly older as compared to the Hillcrest Hospital service counties and Ohio overall. The prevalence of diseases traditionally associated with an elderly population is higher in the Hillcrest Hospital community compared to Ohio. For example, aches, pains and arthritic conditions within the Hillcrest Hospital community are more prevalent compared to state trends. The prevalence of hearing impairment and diabetes are slightly higher when compared to prevalence rates at the overall state level. The Hillcrest Hospital community also shows higher rates of high blood pressure compared to the service counties and Ohio.
- ✓ The number of families and adults 65 and older living in poverty is a barrier to community health. Within the Bedford zip code (44146), approximately 25% of citizens 65 and older live in poverty. Approximately 23% of the senior population in Huntsburg (44046) lives in poverty.
- ✓ Stakeholder interviews support secondary data findings that the promotion of healthy lifestyles for the elderly is an important community health priority. Physical health status was identified by nearly half of the community stakeholders as significant to the definition of a healthy community.

- ✓ Stakeholders believe projected increases in citizens age 65 and older due to an aging Baby Boom generation coupled with an increase in life expectancy has strained resources throughout America including the areas served by Hillcrest Hospital. The increase in an aging population in the communities Hillcrest Hospital serves requires additional community resources to meet the needs of a growing at-risk population. Some of these needs include safe housing, transportation, healthcare staffing, facilities and services to residents in their homes. If these needs cannot be met the result is often higher risk of accident-related injuries, higher prevalence of depression, and an increased demand of medical services including emergency services.
- ✓ All three community focus groups identified the need for the promotion of healthy lifestyles. Specifically, the rising cost of health insurance, co-pays and healthcare, coupled with a lack of financial resources, have limited senior residents' access to health resources such as health insurance, primary and preventive medical care and mental health services. The mental and physical health status is generally greater among independent seniors compared to seniors in assisted-living settings. While independent seniors have more access to healthy lifestyle choices and behaviors, assisted-living seniors have limited access to transportation choices, recreational activities and healthy and/or affordable food choices, which in turn result in generally poorer health status among the group.

❑ ACCESS TO HEALTHCARE AND AFFORDABLE HEALTH INSURANCE

Underlying factors identified by secondary data and primary input from community stakeholders and focus groups with residents: Lack of health insurance, low awareness of healthcare access programs, poor patient navigation and cultural barriers to accessing healthcare

- ✓ A larger community such as the Hillcrest Hospital community presents a unique challenge to hospital leadership. The majority of the zip code areas within the Hillcrest Hospital community have a CNI score below 3.0, indicating a lower level of need in the area.^{2,3}

² 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.

³ The five prominent socio-economic barriers to community health quantified in CNI include: Income, Culture/Language, Education, Insurance and Housing.

- However, Bedford (44146) and Cleveland Heights (44118) have CNI scores of 3.4 and 3.0 respectively. Bedford and Cleveland Heights have the highest percentage of citizens renting their home, one of the CNI specific socio-economic barriers. A closer look at Bedford and Cleveland Heights reveals the highest unemployment, uninsured, minority, rental and 65 and older living in poverty rates within the Hillcrest Hospital community. These areas present the highest community health risk, as they have the greatest barriers to healthcare and generally have the poorest health among the Hillcrest Hospital communities.
- ✓ Heart-related diseases are more prevalent among the Hillcrest Hospital community compared to Ohio. Coronary heart disease, heart attack, angina, congestive heart failure and hypertension are examples of heart-related diseases where preventive treatment and education play a vital role in maintaining health.
- ✓ 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 elements relating to the knowledge that residents should have about medical options and the access residents should have to those medical options:
 - knowledge about potential health challenges
 - free health screenings to prevent illness
 - a focus on health and wellness
 - lower disease rates
 - the ability to manage chronic disease
 - healthy food options
 - residents with active lifestyles that are physically and emotionally healthy
- ✓ All three community focus groups identified the need for improved access to healthcare services. Participants felt that there are gaps in service provision that has caused residents to avoid seeking medical services, miscellaneous concerns with the medical community and an increase in overall health risks. 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 turn, the lack of health insurance and perceived lack of acceptance of health insurance, as well as funding cuts to service providers, reduces the services and increases cost to residents.

Participants stated transportation is not always readily accessible or convenient, making it difficult to get to and from medical appointments, use available facilities or participate in programs and services.

❑ **NEED FOR IMPROVED COORDINATION OF HEALTHCARE SERVICES AND OUTREACH**

Underlying Factors identified by secondary data and primary input from community stakeholders and focus groups with residents: Absence of collaboration at all levels in the community, ineffective outreach services, ineffective or non-existent preventive healthcare education

- ✓ The high PQI⁴ scores for low birth weight, and congestive heart failure suggest increased education regarding preventive care has the potential to improve the prevalence of avoidable hospitalizations and improve overall community health.
- ✓ The availability of access to health-related educational programs and communications were identified by key stakeholders as significant to the definition of a healthy community. In addition to availability, the need to coordinate existing efforts among community resources was stressed, indicating a need to better utilize current healthcare services. Key stakeholders believe that a leadership structure that excludes residents can lead to stagnation in development due to a limited problem-solving capacity. When residents are not involved and/or choose to disengage from the leadership of their community, they become disconnected from the decisions that are made about the community. If there is a disconnection between the leadership of a community and its residents, often the result is an absence of relevant effective policies and dissatisfaction among residents and community leaders.
- ✓ All three community focus groups perceive that there is an absence of collaboration at all levels in the community which has caused gaps in service provision and outreach efforts, as well as, ineffective dissemination of information leading residents to be confused, misinformed, unaware and underserved. Participants felt that the medical communities outreach services are often ineffective or non-existent, resulting in an absence of preventative education and misinformation about healthy lifestyle choices. An absence of

⁴ 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.

accurate information about preventive healthcare and healthy lifestyle choices can lead to an increased risk of lifestyle-related illnesses and less healthy residents which require the use of healthcare resources more often.

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)⁵. 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 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 majority of Hillcrest Hospital zip code areas within the Hillcrest Hospital community have a CNI score below 3.0, indicating a lower-level of need in the area.

However, Bedford (44146) and Cleveland Heights (44118) have CNI scores of 3.4 and 3.0 respectively. Bedford and Cleveland Heights have the highest percentage of citizens renting their home, one of the CNI specific socio-economic barriers. A closer look at Bedford and Cleveland Heights reveals the highest unemployment, uninsured, minority, rental and 65 and older living in poverty rates within the Hillcrest Hospital community.

⁵ "Community Need Index." Catholic Healthcare West Home. Web. 16 May 2011.
<http://www.chwhealth.org/Who_We_Are/Community_Health/STGSS044508>.

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

Zip	Community Name	County	Income Rank	Insurance Rank	Education Rank	Cultural Rank	Housing Rank	CNI Score
44146	Bedford	Cuyahoga	2	3	2	5	5	3.4
44118	Cleveland Heights	Cuyahoga	2	2	1	5	5	3
44121	Cleveland	Cuyahoga	2	3	1	5	3	2.8
44122	Beachwood	Cuyahoga	2	2	1	5	4	2.8
44124	Cleveland	Cuyahoga	2	3	1	2	4	2.4
44143	Cleveland	Cuyahoga	1	2	1	4	3	2.2
44139	Solon	Cuyahoga	1	1	1	3	1	1.4
44022	Chagrin Falls	Cuyahoga	1	1	1	2	1	1.2
44040	Gates Mills	Cuyahoga	1	1	1	2	1	1.2
44021	Burton	Geauga	3	2	3	2	3	2.6
44046	Huntsburg	Geauga	5	1	3	3	1	2.6
44065	Newbury	Geauga	5	1	2	1	2	2.2
44024	Chardon	Geauga	2	1	1	1	2	1.4
44023	Chagrin Falls	Geauga	2	1	1	1	1	1.2
44072	Novelty	Geauga	2	1	1	1	1	1.2
44026	Chesterland	Geauga	1	1	1	1	1	1.0
44077	Painesville	Lake	4	2	2	3	3	2.8
44094	Willoughby	Lake	3	2	1	2	5	2.6
44092	Wickliffe	Lake	2	2	2	2	3	2.2
44095	Eastlake	Lake	2	2	2	1	2	1.8
44060	Mentor	Lake	2	1	1	1	1	1.2
44255	Mantua	Portage	3	2	2	1	2	2.0
44202	Aurora	Portage	1	1	1	2	2	1.4
44087	Twinsburg	Summit	1	2	1	3	3	2.0
44067	Northfield	Summit	1	2	1	2	1	1.4
44056	Macedonia	Summit	1	1	1	2	1	1.2
Hillcrest Hospital Community Summary			2.0	2.0	1.0	3.0	3.0	2.2

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 Hillcrest Hospital community are at or below Ohio for most factors. Table 3 illustrates the only areas in which the Hillcrest Hospital community has higher rates.
- ✓ The low birth weight PQI is nearly three times higher in the Hillcrest Hospital community than Ohio. Additional PQI scores higher in the Hillcrest Hospital community compared to Ohio include congestive heart failure, urinary tract infection; dehydration and adult asthma (see Table 3).

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

Prevention Quality Indicators (PQI)	Hillcrest Service Area	Ohio	Difference
Low Birth Weight Rate	3.87	1.21	+2.66
Congestive Heart Failure	5.18	4.66	+0.52
Urinary Tract Infection	2.97	2.66	+0.31
Dehydration	1.21	1.00	+0.21
Adult Asthma	2.03	1.99	+0.04

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.

- ✓ The prevalence of diseases traditionally associated with an elderly population is higher in the Hillcrest Hospital community compared to Ohio.

- Aches, pains and arthritic conditions are more prevalent when compared to Ohio.
- The prevalence of hearing impairment and diabetes are slightly higher compared to prevalence rates of the same disorders throughout Ohio.
- ✓ The Hillcrest Hospital community has a higher prevalence of heart-related diseases compared to Ohio.
 - Coronary Heart Disease
 - Heart Attack
 - Angina
 - Congestive Heart Failure
 - Hypertension

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 Hillcrest Hospital community has one of the lowest penetrating trauma rates (3.5%) of all Cleveland Clinic hospital communities. The rate for Hillcrest Hospital is also much lower than Cuyahoga County (8.7%) and Ohio (6.7%).

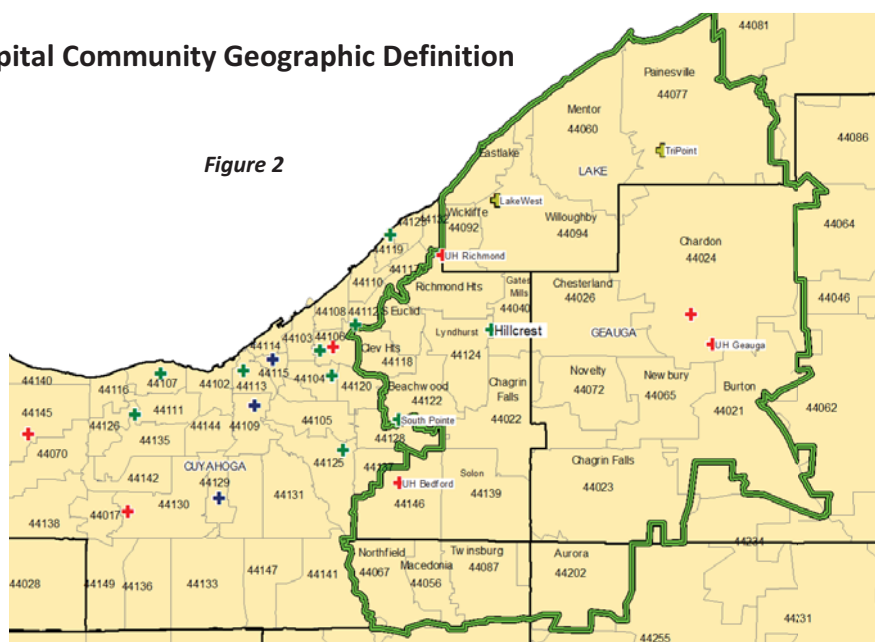
Additional data and greater detail related to the secondary data analysis of the Hillcrest Hospital Community is available in Appendix B.

Demographic Profile

Hospital community is defined as a zip code geographic area based on 80% of the hospital's inpatient volumes. The Hillcrest Hospital community consists of 26 zip code areas spanning five counties in Northeast Ohio: Cuyahoga, Geauga, Lake, Portage, and Summit County (See Figure 2).

Hillcrest Hospital Community Geographic Definition

Figure 2



Demographic Profile – Key Findings:

- ✓ Gender, Race and Insurance status within the Hillcrest Hospital community are consistent with service counties and Ohio.
- ✓ Residents in the Hillcrest Hospital community are slightly older as compared to the service counties and Ohio.
- ✓ Greater percentages of citizens with Bachelor's, Graduate or Professional degrees reside in the Hillcrest Hospital community as compared to the service counties and Ohio.
- ✓ Average and median household income levels are higher in the Hillcrest Hospital community as compared to the service counties and Ohio.
- ✓ The percentage of families living in poverty is lower in the Hillcrest Hospital community than the service counties and Ohio.
- ✓ The Hillcrest Hospital community has the lowest unemployment rate (5.3%) among the service counties of Cuyahoga County (8.9%), Geauga County (5.5%), Lake County (5.4%),

Portage County (7.1%), and Summit County (7.2%), Ohio (7.0%) and the national rate (approximately 9%).⁶

⁶ Unemployment data accessed March 2011.

Key Stakeholder Interviews

Tripp Umbach worked collaboratively with the Hillcrest 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 nine stakeholders of the Hillcrest area. 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 Hillcrest Hospital executive leadership project team (see Appendix C).

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

☐ **AGING POPULATION**

- ✓ An increase in citizens age 65 and older due to an aging Baby Boom generation, coupled with an increase in life expectancy, has strained resources throughout America including the areas served by Hillcrest Hospital. Key stakeholders believe older citizens utilize a disproportionate amount of community resources including healthcare. Stakeholders perceived that the increase in an aging population in the communities Hillcrest Hospital serves may require additional community resources to meet the needs of a growing at-risk population. Stakeholders were under the impression that some of these needs may include safe housing, transportation, healthcare staffing, facilities and services to residents in their homes. If these needs cannot be met, the result is often higher risk of accident-related injuries, higher prevalence of depression, and an increased demand of medical services including emergency services.

☐ **POOR ECONOMY**

- ✓ Tough economic times have negatively impacted a majority of American cities. Cleveland is not excluded from the impact of a weak economy. The poor economic position of Ohio has impacted communities through funding cuts, an increase in taxes and the cost of living. Stakeholders believe communities in the Hillcrest Hospital community have experienced funding cuts and a decrease in local revenue resulting in an increase in taxes residents are required to pay at all levels of government. The increase in taxes has caused the cost of living to rise to a level community leaders are concerned may be unaffordable for some residents. Often when residents find it is unaffordable to live in an area they must move to a more affordable community. An out-migration of residents could cause a reduction in

population and a further reduction in local revenue, resources and available services.

❑ **COMMUNITY LEADERSHIP**

- ✓ An elite leadership structure in a community can lead to stagnation in development due to a limited problem-solving capacity. Stakeholders were under the impression that when residents are not involved and/or choose to disengage from the leadership of their community, they become disconnected from the decisions that are made about the community. If there is a disconnection between the leadership of a community and its residents, often the result is an absence of relevant effective policies and dissatisfaction among residents and community leaders.

❑ **LACK OF COMMUNITY DEVELOPMENT**

- ✓ Stakeholders were under the impression that a lack of community development has caused constricted growth, empty retail space, and a decline in the ability to recruit residents. The absence of active development efforts coupled with the poor economy, stakeholders felt, has caused restricted growth in businesses that could fill available retail spaces. The prevalence of empty retail space makes it difficult to recruit additional residents to increase support within the community.

Barriers to a healthy community were addressed during the interview, as respondents were encouraged to describe a healthy community. There were four themes identified upon review of the stakeholders' collective definitions of a healthy community. These were: Knowledge of and access to medical options and physical health, Infrastructure, Access to knowledge and Communication and collaboration.

❑ **KNOWLEDGE OF AND ACCESS TO MEDICAL OPTIONS AND PHYSICAL HEALTH was identified by six stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to the knowledge that residents should have about medical options and the access residents should have to those medical options, as well as the physical health components that a healthy community should have:**

- ✓ The ability to meet the healthcare needs of the community by providing medical options
- ✓ Knowledge about potential health challenges
- ✓ Free health screenings to prevent illness
- ✓ A focus on health and wellness
- ✓ Lower disease rates
- ✓ The ability to manage chronic disease

- ✓ Healthy food options
 - ✓ People that make healthy choices
 - ✓ Residents with active lifestyles that are physically and emotionally healthy
- ❑ **INFRASTRUCTURE** was identified by four stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to infrastructure that a healthy community should have:
- ✓ A public transportation system
 - ✓ Recreational activities and amenities
 - ✓ A safe environment
 - ✓ The ability to walk around
 - ✓ Clean water
 - ✓ Clean air
- ❑ **ACCESS TO KNOWLEDGE** was identified by three stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to having access to knowledge that a healthy community should have:
- ✓ Residents that are knowledgeable about health challenges and available services
 - ✓ A knowledgeable community is a healthy community
- ❑ **COMMUNICATION AND COLLABORATION** was identified by three stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to communication and collaboration that a healthy community should have:
- ✓ An environment in which everybody makes an effort to partner with one another
 - ✓ Ongoing efforts to improve communication
 - ✓ Community involvement with people working together towards a common goal
 - ✓ A government with integrity
 - ✓ Neighbors engaged with one another

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

Focus Groups with Community Residents

Tripp Umbach facilitated three focus groups with persons who represent the broad interests of the Hillcrest Hospital community service area. Top community concerns include; access to information, poor physical and mental health, access to health resources and service provision. More than 30 residents from the Hillcrest 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 Hillcrest 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 Ross DeJohn Community Center (Mayfield Heights, OH)
- ✓ Assisted-Living Seniors
 - Conducted at the Villa Serna Assisted-Living Community (Mayfield Heights, OH)
- ✓ Russian Citizens
 - Conducted at the Temple Israel Ner Tamid (Mayfield Heights, OH)

Key high-level themes from focus groups include:

☐ ABSENCE OF COLLABORATION AT ALL LEVELS

Focus group participants believe the absence of collaboration at all levels in the community has caused gaps in service provision and outreach efforts as well as ineffective dissemination of information leading residents to be confused, misinformed, unaware and underserved.

- ✓ **Gaps in service provision:** Group participants felt there is a lack of communication and collaboration among service providers in the community which has left many community needs unidentified and caused residents to be underserved. Participants felt that the gaps in provision of services have caused residents to avoid seeking medical services and an increase in overall health risks.
- ✓ **Ineffective prevention education efforts:** Participants felt that the medical communities outreach services are often ineffective or non-existent resulting in an absence of prevention education and misinformation about healthy choices. An absence of accurate information about prevention and healthy choices can lead to an increased risk of lifestyle-related illnesses and less healthy residents which require the use of healthcare resources more often.
- ✓ **Ineffective dissemination of information:** Participants recognized, while information from the medical community is disseminated throughout the community about events, they felt programs and services are often too general, disorganized, duplicated and at times requires translation. Ineffective dissemination of information causes confusion, misinformation, and a lack of awareness and an absence of resident participation in available events, programs and services.

□ UNHEALTHY RESIDENTS

Focus group participants perceive that residents in the community are unhealthy due to unhealthy lifestyle choices, the inability to afford health resources and difficulty interacting with the medical community.

- ✓ **Unhealthy lifestyle choices:** Focus group participants perceive that many residents are unhealthy due to a lack of self-control, a lack of health-related knowledge, specifically prevention and the presence of peer-pressure and mood disturbances (e.g., depression). The prevalence of unhealthy lifestyle choices in a community can lead to an increase in lifestyle-related diseases and poor overall health, ultimately increasing the demand for health services.
- ✓ **Inability to afford health resources:** Participants believe 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. Participants stated these limitations have caused the persistence of mood disturbances and poor health due to a lack of access to primary and preventive treatment.

- ✓ **Difficulty interacting with the medical community:** Group participants felt that it was difficult to interact with the medical community due to poor communication with the medical staff and/or inadequate medical staff. Participants indicated that they react to the difficulty they experience interacting with the medical community by avoiding medical care. The avoidance of medical care can lead to the persistence of treatable medical conditions and poor health. Specifically, the Russian citizen group expressed their concern for the absence of translation services within the medical community, which requires Russian speaking patients to be accompanied by a bilingual individual.

❑ INADEQUATE COMMUNITY SERVICES

Focus group participants perceive a lack of adequate community services in the areas of transportation, recreation, volunteer opportunities and senior employment causing a decrease in mobility, financial resources, mental health and physical fitness.

- ✓ **Transportation:** Participants believe transportation is not always readily accessible or convenient, making it difficult to get to and from Hillcrest Hospital to attend medical appointments, use available facilities or participate in programs and services. Participants stated a lack of transportation also limits some residents' access to healthy food options. Overall, the absence of readily accessible convenient transportation within the community causes limited mobility, an increase in unhealthy behavior and a decrease in participation in available events, programs and services.
- ✓ **Recreation:** Senior participants perceive there is a lack of recreational opportunities due to inadequate transportation, inconvenient scheduling and an environment that is not conducive to recreation (i.e., a lack of green space, absence of indoor recreational facilities, etc.). More specifically, all participants indicated a lack of available green space within the Hillcrest Hospital community. A lack of participation in recreational activities can cause a decline in mental health and physical

fitness resulting in poor health and an increase in the demand for health services.

- ✓ ***Volunteer and employment opportunities for seniors:*** Often as people age their earning potential decreases and their risk of isolation, depression and a sedentary lifestyle increases. Senior participants felt that volunteer and employment opportunities were inadequate limiting their access to financial resources, as well as causing increased isolation and the persistence of mood disturbances such as depression.

❑ MISCELLANEOUS CONCERNS

Focus group participants identified concerns in the areas of service provision, parking and the size of Hillcrest Hospital.

- ✓ ***Service provision:*** Some senior focus group participants identified concerns with services rendered at Hillcrest Hospital due to patient-staff interaction, inadequate staffing, and unapproachable leadership. Some participants from the senior focus group stated they avoid seeking medical treatment when possible due to their perceptions of services provided.
- ✓ ***Parking:*** Senior participants felt that free valet parking is a necessity for handicapped patients at larger facilities due to mobility issues. Some group participants expressed dissatisfaction with the weekend availability and cost of valet parking for handicapped patients, resulting in discomfort when seeking medical treatment at Cleveland Clinic facilities.
- ✓ ***Size of Hillcrest Hospital:*** While participant's were able to appreciate the features of the newly renovated Hillcrest Hospital, some participants expressed concern about continued growth, the reduction of available green space in the community and feeling overwhelmed when seeking medical treatment due to navigation issues.

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

Conclusions

The majority of community needs identified through the Hillcrest 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, an aging population with greater health risks and disease prevalence often require additional healthcare services, at times resulting in the need for more serious hospital services when care is ultimately provided. Furthermore, lack of transportation for assisted-living and low-income seniors presents additional obstacles for maintaining the overall health and well-being of these specific at-risk populations. Community stakeholders believe the availability of health-related educational programs and communications is a significant component to the definition of a healthy Hillcrest 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.

Hillcrest 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 Hillcrest 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:

Hillcrest 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 Lyndhurst (Local Government)
- ☐ St. Francis School (Private School System)
- ☐ American Red Cross (Service Organization)
- ☐ Mayfield Schools (Public School System)
- ☐ Villa Serena Retirement Homes (Service Organization)
- ☐ Beachwood Community Center (Service Organization)
- ☐ Temple Israel Ner Tamid (Religious Institution)
- ☐ Beachwood Chamber of Commerce (Local Government)
- ☐ Montefiore (Health Care Provider)

APPENDIX B:

Hillcrest Hospital Community Secondary Data Profile

Hillcrest 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 5.0 indicates the greatest need and 1.0 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)

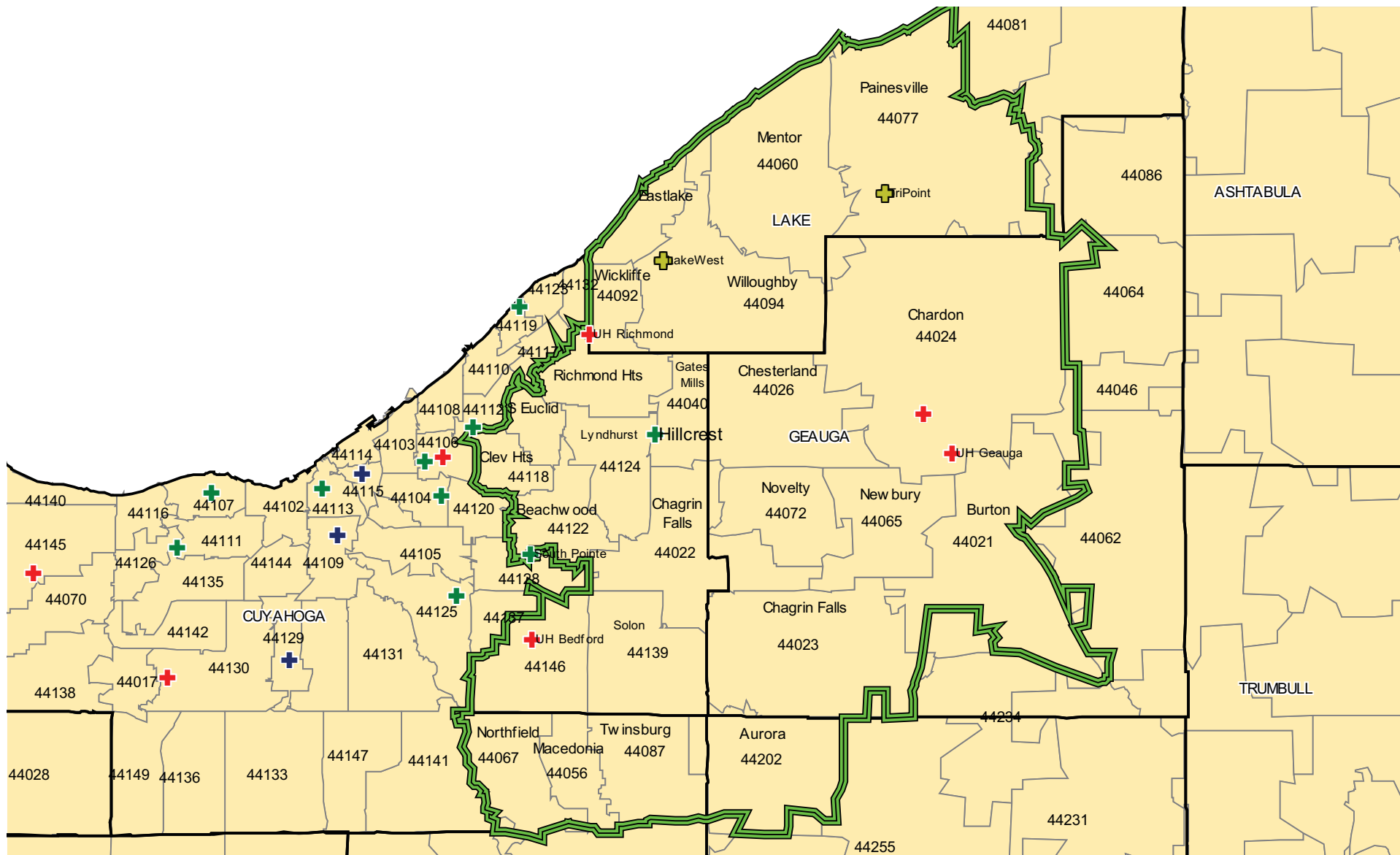
- The Prevention Quality Indicators index (PQI) was developed by the Agency for Healthcare Research and Quality (AHRQ). The AHRQ model was applied to quantify the PQI within the Cleveland Clinic market and Ohio. PQI is similarly referred to as Ambulatory Care Sensitive Hospitalizations.
- The quality 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 less³⁴ 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 Hillcrest Hospital community consists of 26 zip code areas spanning five counties in Northeast Ohio: Cuyahoga, Geauga, Lake, Portage, and Summit.
- ❑ **Gender, Race and Insurance status within the Hillcrest Hospital community** are consistent with service counties and Ohio.
- ❑ **Residents in the Hillcrest Hospital community are slightly older** as compared to the service counties and Ohio.
- ❑ **Greater percentages of citizens with Bachelor's, Graduate or Professional degrees reside** in the Hillcrest Hospital community as compared to the service counties and Ohio.
- ❑ **Average and median household income** levels are higher in the Hillcrest Hospital community as compared to the service counties and Ohio.
- ❑ **The percentages of families living in poverty is lower** in the Hillcrest Hospital community than the service counties and Ohio.
- ❑ **The Hillcrest Hospital community has the lowest unemployment rate** among the service counties, Ohio and the national rate.

Hillcrest Hospital - Community Map



Key Points – Community Needs in the Hillcrest Hospital Community

- ❑ **The Hillcrest Hospital community includes 26 zip code areas within Cuyahoga, Geauga, Lake, Portage, and Summit counties.**
- ❑ **A larger community such as the Hillcrest Hospital community presents a unique challenge to hospital leadership.**
 - ❑ The majority of the zip code areas within the Hillcrest Hospital community have a CNI score below 3.0, indicating a lower level of need in the area. At the same time, a CNI score of 1.0 does not indicate the community requires no attention at all, which is why a larger community such as the Hillcrest Hospital community presents a unique challenge to hospital leadership.
 - ❑ However, Bedford (44146) and Cleveland Heights (44118) have CNI scores of 3.4 and 3.0 respectively. Bedford and Cleveland Heights have the highest percentage of citizens renting their home, one of the CNI specific socio-economic barriers. A closer look at Bedford and Cleveland Heights reveals the highest unemployment, uninsured, minority, rental and 65 and older living in poverty rates within the Hillcrest Hospital community.
 - ❑ A CNI score above 3.0 will typically indicate a specific socio-economic factor impacting the a community's access to care.

Key Points – Community Needs in the Hillcrest Hospital Community

- ❑ **The number of families and adults 65 and older living in poverty is a barrier to community health.**
 - ❑ Bedford (44146) and Huntsburg (44046) have the highest percentages of citizens 65 and older living in poverty in the Hillcrest Hospital community with 25% and 23% respectively.
- ❑ **Residents in the Hillcrest Hospital community are slightly older** as compared to the service counties and Ohio.
- ❑ **The prevalence of diseases traditionally associated with an elderly population are higher in the Hillcrest Hospital community compared to Ohio.**
 - ❑ Aches, pains and arthritis conditions are more prevalent compared to state trends.
 - ❑ The prevalence of hearing impairment and diabetes are slightly higher compared to prevalence at the state level.
 - ❑ The Hillcrest Hospital community shows higher rates of high blood pressure compared to service counties and Ohio.
- ❑ **The prevalence of breast and prostate cancer is only slightly higher (approx. 1.5 cases per 1,000) than the statewide average.**
- ❑ **The Hillcrest Hospital community has higher prevalence of heart-related diseases compared to Ohio.**

Key Points – Community Needs in the Hillcrest Hospital Community

- ❑ The following are the only PQIs in which the Hillcrest Hospital community has higher rates than Ohio, indicating a greater number of avoidable hospitalizations. Although the PQIs of the following hospital admission rates are higher in the Hillcrest Hospital community compared to Ohio, the differences in the rates are not substantial.
 - ❑ Low Birth Weight (+2.66)
 - ❑ Congestive Heart Failure (+0.52)
 - ❑ Urinary Tract Infection (+0.31)
 - ❑ Dehydration (+0.21)
 - ❑ Adult Asthma (+0.04)
- ❑ In general, PQI scores in the Hillcrest Hospital community are at or below Ohio PQIs for most factors.
- ❑ Hillcrest Hospital shows a very low rate of penetrating trauma injuries (3.5% of all trauma injuries). Of the counties that comprise the Hillcrest Hospital community, Cuyahoga County shows a much higher rate of penetrating trauma injuries (8.7%) compared to other local counties and Ohio.



Data Appendix

Demographics

Community Need Index (CNI)

Disease Prevalence

Prevention Quality Indicators Index
(PQI)

Penetrating Trauma Data

Health Behavior Profile

Overview



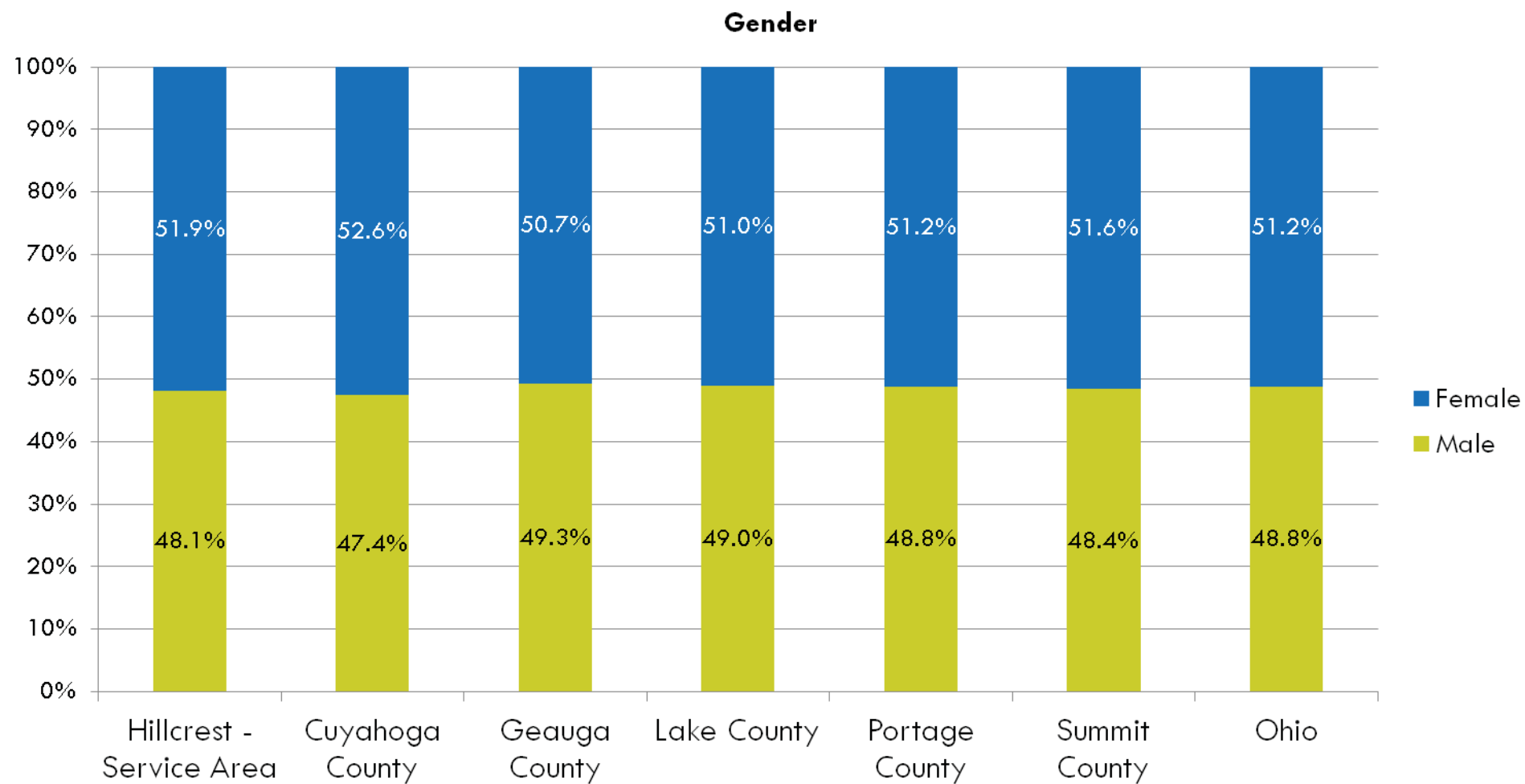
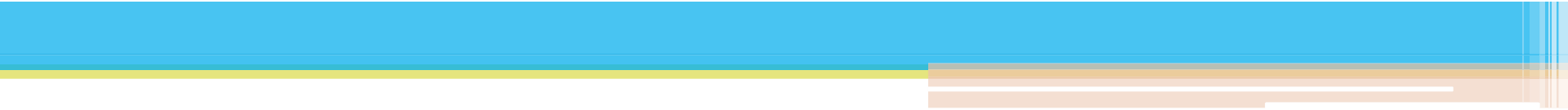
2010 demographic profile data provided by Thomson Reuters was based on projection data, compiled in calendar year 2011. Adjustments to population data based on 2010 US Census data made available to the public at the zip code level in 2012 does not result in any changes to the identified community needs within the Community Health Needs Assessment Report.

Demographic Profile

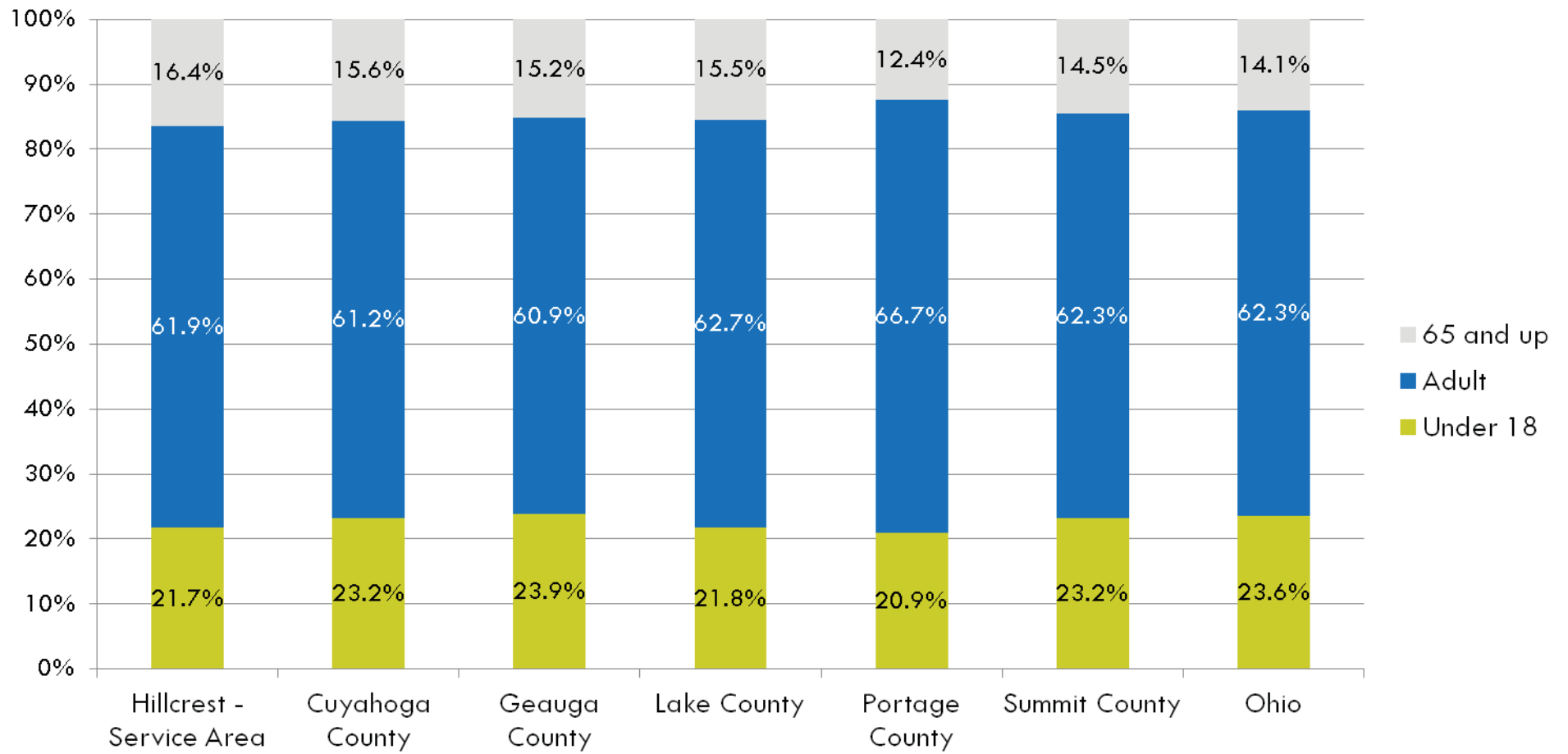
- ❑ **Hospital community** is defined as a zip code geographic area based on 80% of the hospital's inpatient volumes. The Hillcrest Hospital community consists of 26 zip code areas spanning five counties in Northeast Ohio: Cuyahoga, Geauga, Lake, Portage, and Summit.
- ❑ **Gender, Race and Insurance status within the Hillcrest Hospital community** are consistent with service counties and Ohio.
- ❑ **Residents in the Hillcrest Hospital community are slightly older** as compared to the service counties and Ohio.
- ❑ **Greater percentages of citizens with Bachelor's, Graduate or Professional degrees reside** in the Hillcrest Hospital community as compared to the service counties and Ohio.
- ❑ **Average and median household income** levels are higher in the Hillcrest Hospital community as compared to the service counties and Ohio.
- ❑ **The percentages of families living in poverty is lower** in the Hillcrest Hospital community than the service counties and Ohio.
- ❑ **The Hillcrest Hospital community has the lowest unemployment rate** among the service counties, Ohio and the national rate.

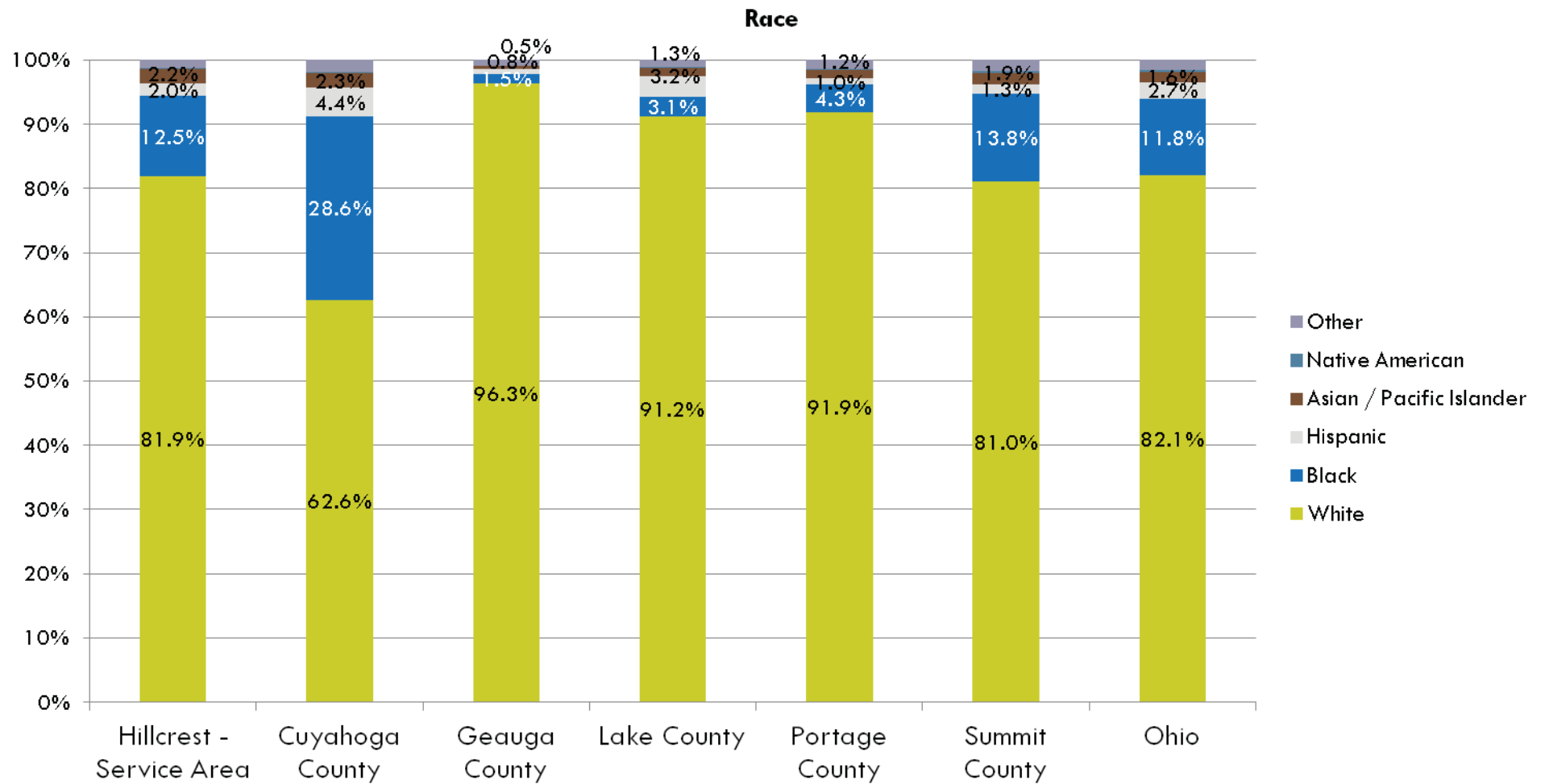
Population

Total Population	Hillcrest Service Area	Cuyahoga County	Geauga County	Lake County	Portage County	Summit County	Ohio
2000	594,132	1,400,071	86,028	227,213	158,191	546,134	11,353,136
2010	583,781	1,270,520	89,974	234,557	162,960	544,269	11,496,028
2015	573,859	1,199,339	90,871	236,242	163,973	538,352	11,471,127
Projected 5 year change (2010 – 2015)	-9,922	-71,181	897	1,685	1,013	-5,917	-24,901

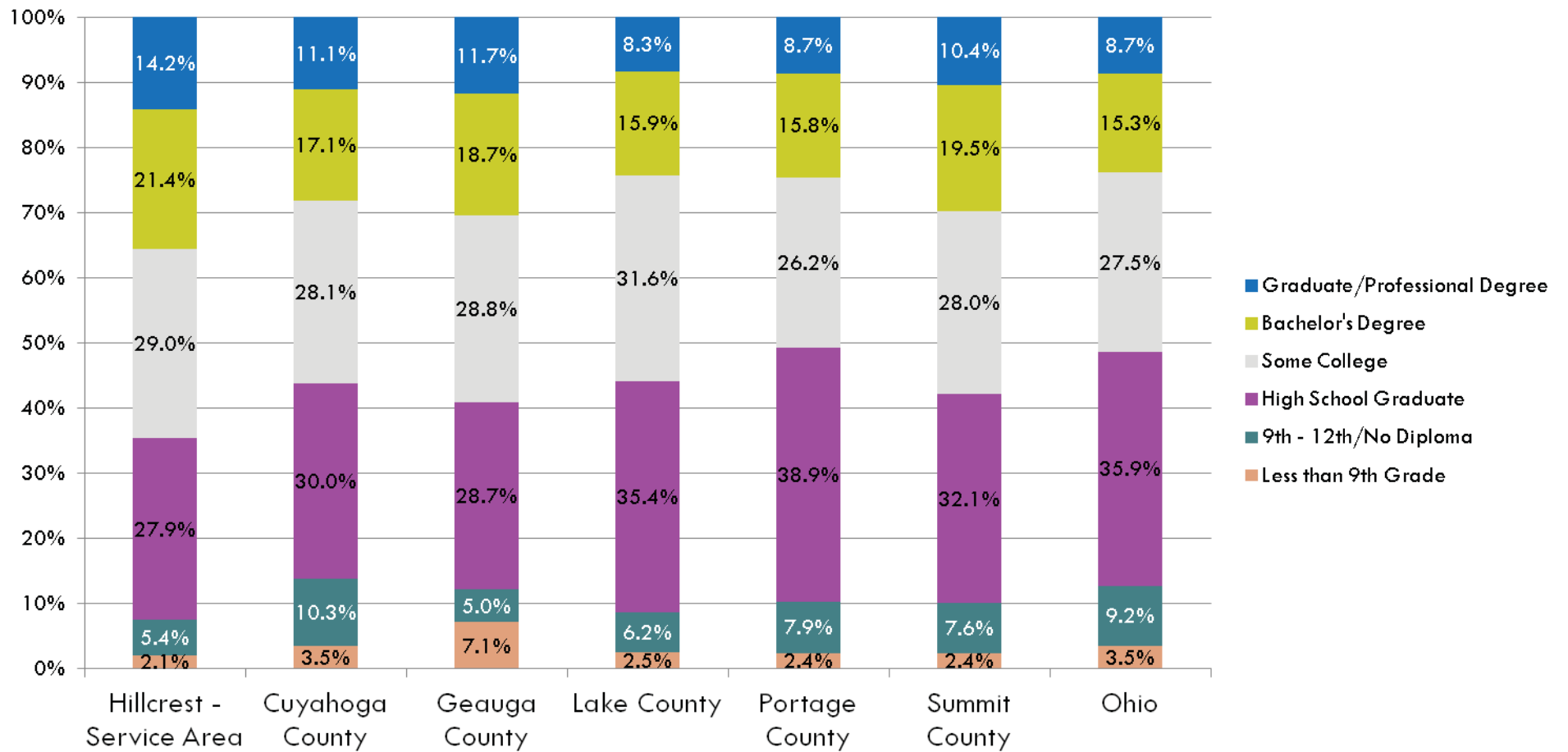


Age

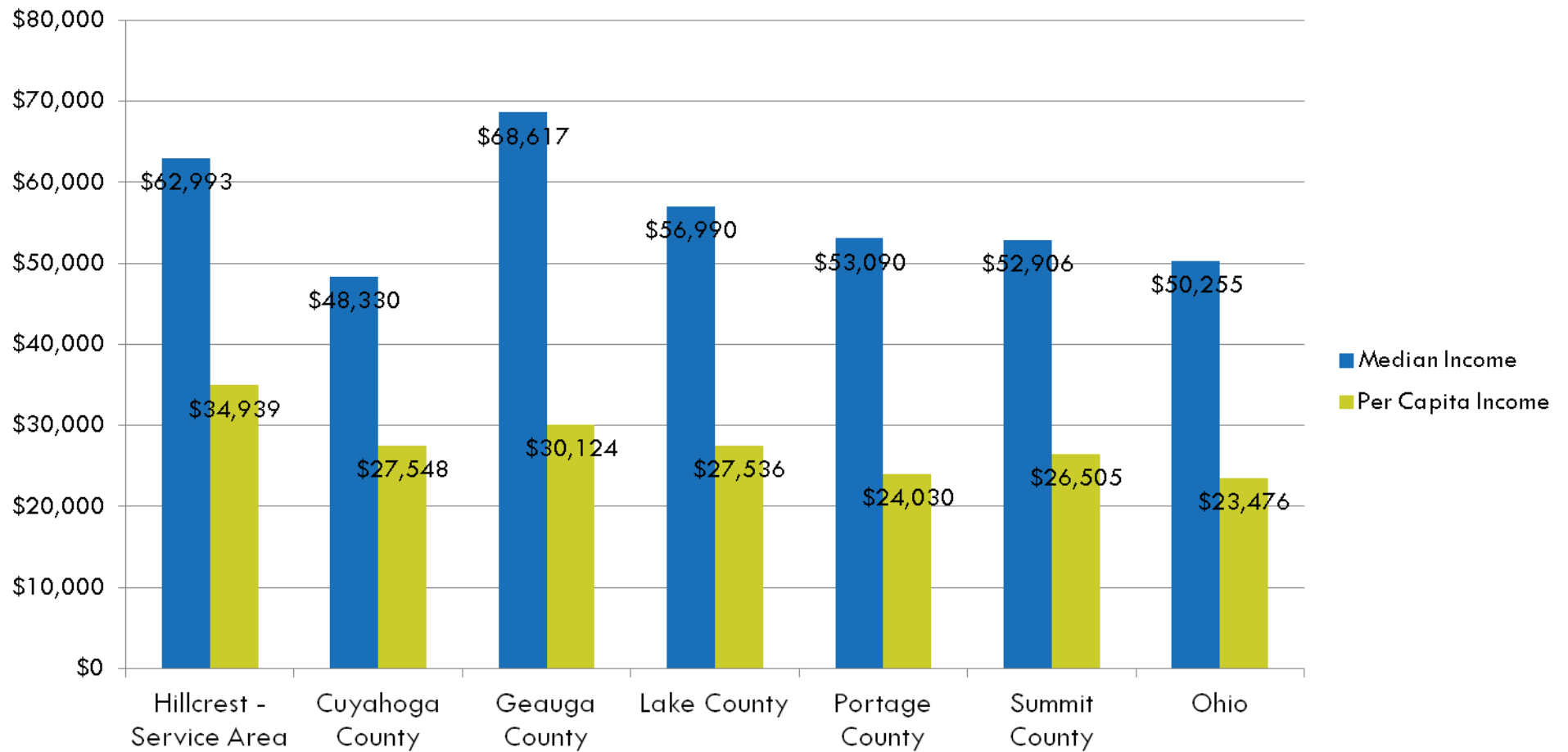




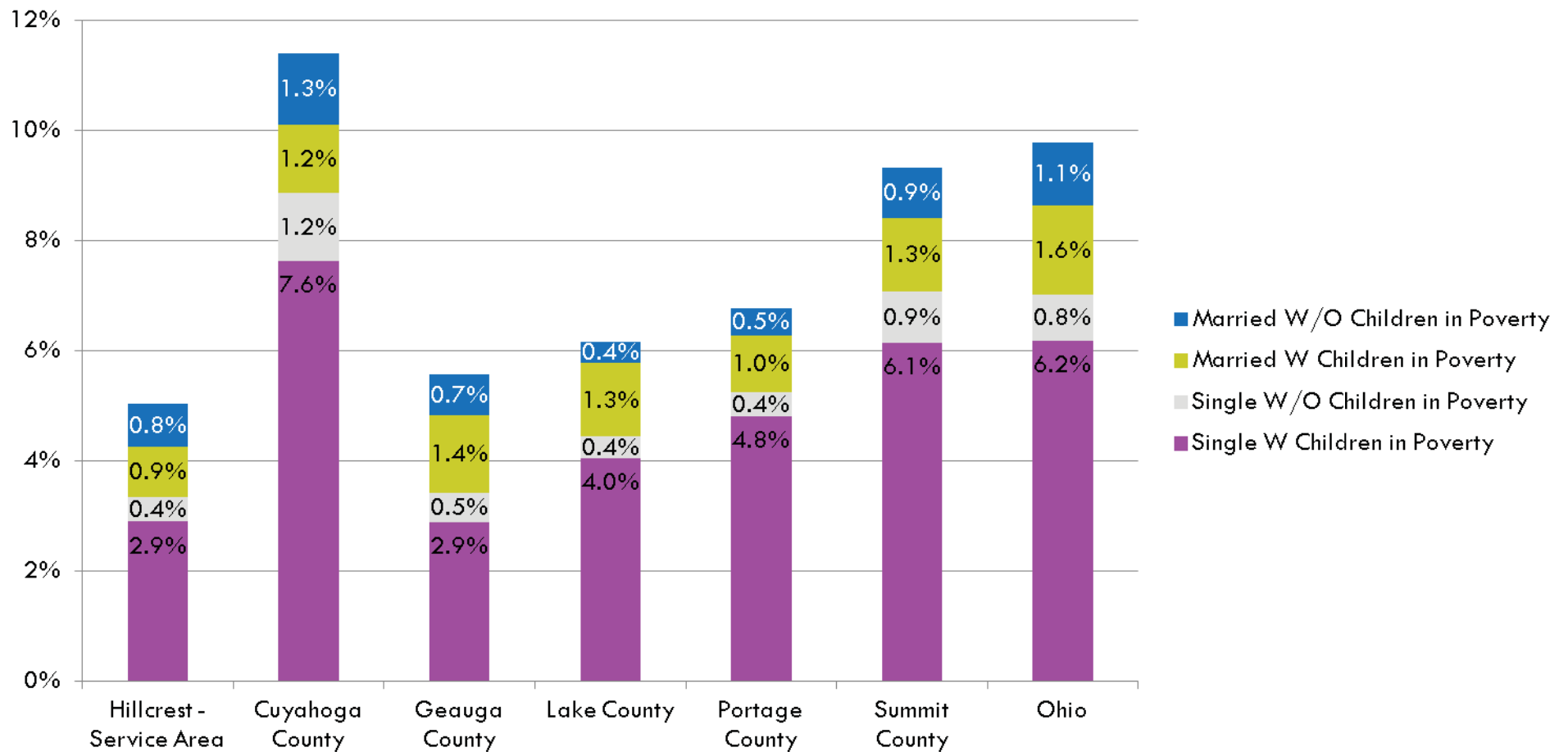
Educational Attainment



Household Income

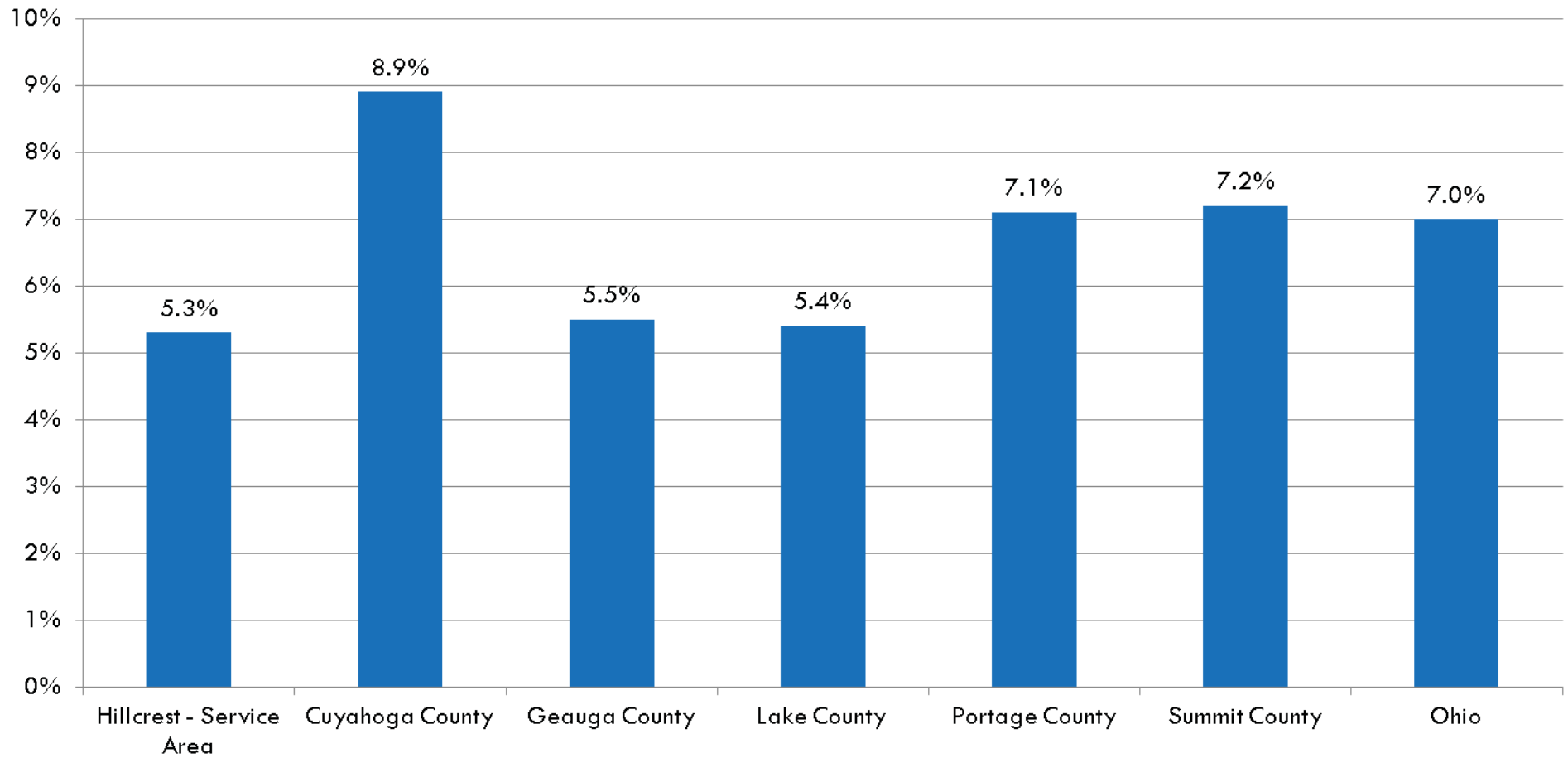


Household Status

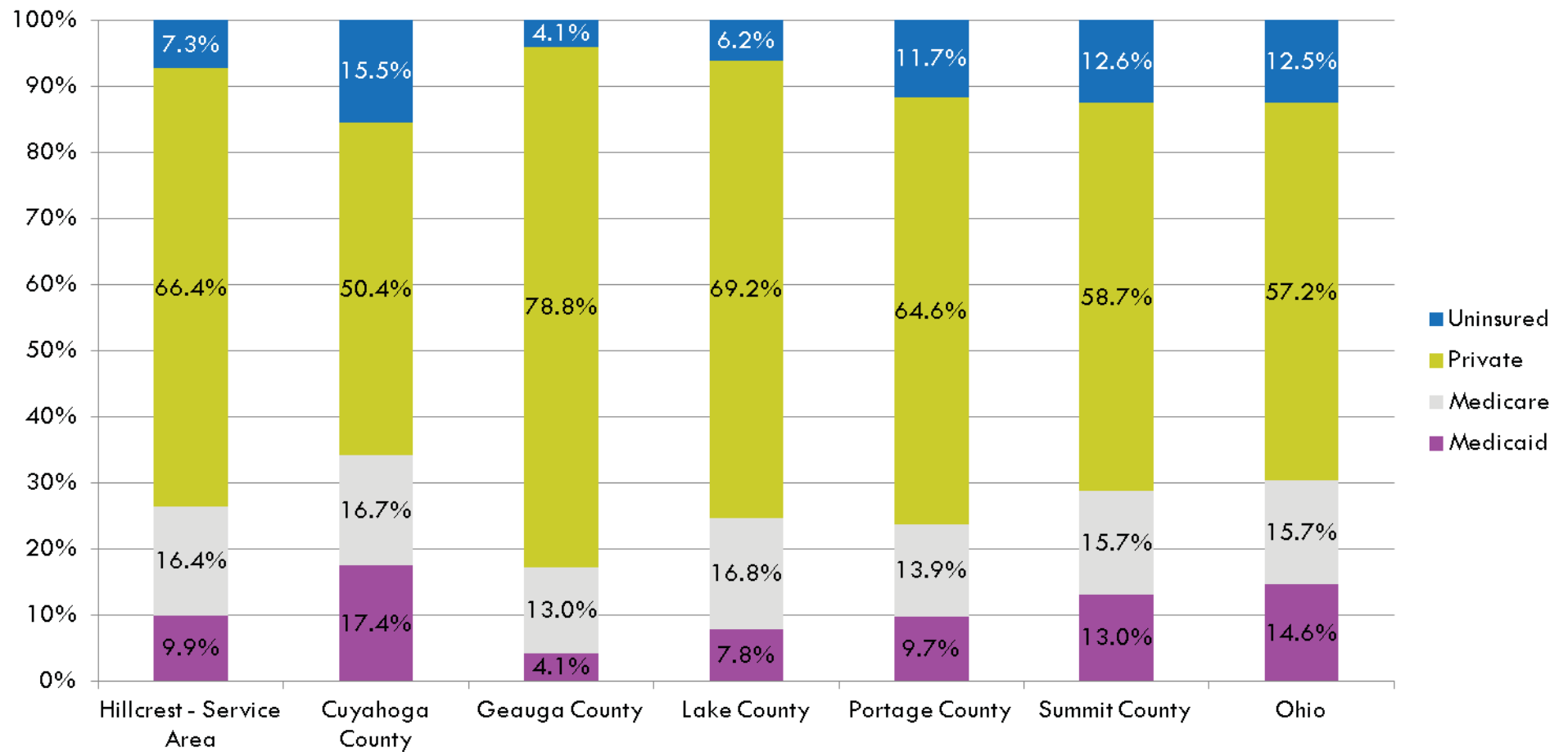


Unemployment Rate

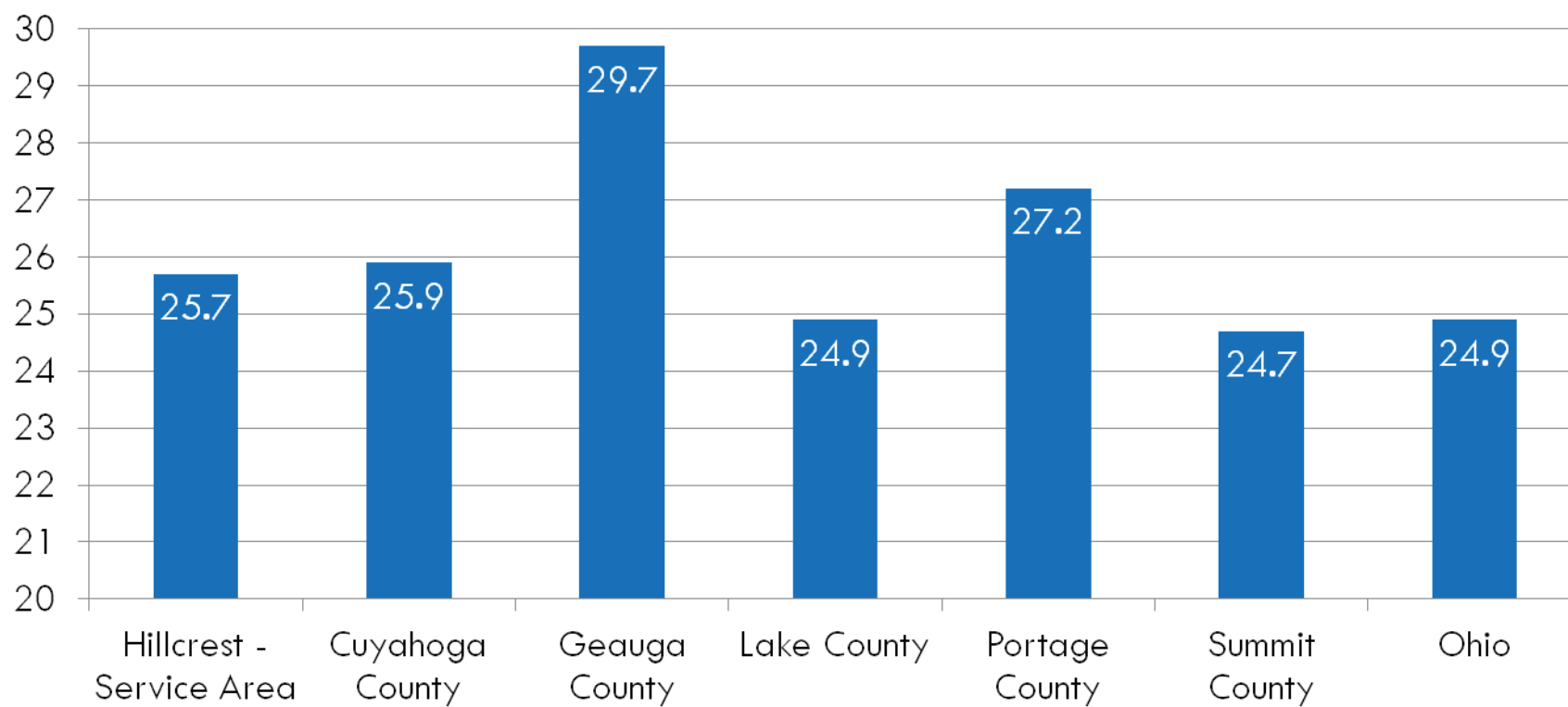
* 2010 Unemployment Statistics – accessed March 2011



Insurance Status



Average Work Commute (mins)



Overview



Community Need Index (CNI)

- ❑ **Access to care and socio-economic factors are barriers to community health.**
 - ❑ Bedford (44146) has the highest percentage of citizens renting and citizens who identify as a minority.
 - ❑ Bedford (44146) and Painesville (44077) have the highest unemployment rates at 6.4%; this is still below the state average of 7.0% and the national average of approximately 9.0%.
 - ❑ Huntsburg (44046) has the highest percentage of citizens identified as single with children living in poverty and citizens with limited English proficiency.
 - ❑ In contrast, Gates Mills (44040) has the lowest unemployment rate (3.5%) and lowest percentage of citizens 65 and older living in poverty (4.0%).
- ❑ **The number of families and adults 65 and older living in poverty is a barrier to community health.**
 - ❑ Bedford (44146) and Huntsburg (44046) have the highest percentages of citizens 65 and older living in poverty in the Hillcrest Hospital community with 25% and 23% respectively.



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
44022	Chagrin Falls	Cuyahoga	16,244	6,315	10.5%	3.5%	5.2%	8.3%	7.2%	2.4%	7.7%	1.4%	13.6%	1	1	1	2	1	1.2
44040	Gates Mills	Cuyahoga	2,974	1,124	6.0%	3.5%	1.9%	8.4%	13.2%	3.2%	4.0%	0.7%	4.7%	1	1	1	2	1	1.2
44118	Cleveland Heights	Cuyahoga	39,543	15,660	31.7%	5.9%	11.1%	45.7%	9.7%	5.7%	20.3%	1.9%	25.7%	2	2	1	5	5	3
44121	Cleveland	Cuyahoga	31,079	13,085	21.7%	5.5%	11.3%	46.0%	10.4%	7.0%	19.3%	2.9%	20.0%	2	3	1	5	3	2.8
44122	Beachwood	Cuyahoga	31,527	12,923	28.2%	5.8%	9.2%	40.1%	10.1%	7.5%	14.4%	2.5%	20.2%	2	2	1	5	4	2.8
44124	Cleveland	Cuyahoga	36,409	16,978	28.3%	6.2%	10.7%	9.2%	15.1%	7.1%	19.1%	2.0%	14.8%	2	3	1	2	4	2.4
44139	Solon	Cuyahoga	22,641	7,944	12.5%	2.4%	4.2%	16.9%	10.6%	3.7%	8.6%	1.7%	11.0%	1	1	1	3	1	1.4
44143	Cleveland	Cuyahoga	23,541	9,720	23.8%	6.0%	9.2%	28.5%	16.4%	7.3%	10.9%	3.1%	14.9%	1	2	1	4	3	2.2
44146	Bedford	Cuyahoga	28,913	13,096	35.0%	6.4%	13.7%	51.9%	4.8%	13.0%	25.0%	2.7%	22.3%	2	3	2	5	5	3.4
44021	Burton	Geauga	6,817	2,379	23.5%	5.7%	5.7%	3.7%	18.0%	18.8%	19.4%	5.5%	34.5%	3	2	3	2	3	2.6
44023	Chagrin Falls	Geauga	16,868	6,005	8.3%	6.0%	2.7%	6.2%	4.4%	4.0%	13.1%	2.8%	19.3%	2	1	1	1	1	1.2
44024	Chardon	Geauga	23,846	8,840	16.8%	5.6%	4.3%	2.9%	4.5%	7.6%	16.0%	2.8%	25.8%	2	1	1	1	2	1.4
44026	Chesterland	Geauga	11,762	4,330	7.7%	4.8%	2.6%	3.2%	8.9%	6.5%	9.0%	0.4%	11.3%	1	1	1	1	1	1
44046	Huntsburg	Geauga	1,870	550	12.9%	4.9%	4.3%	2.6%	19.4%	18.7%	23.0%	3.5%	66.7%	5	1	3	3	1	2.6
44065	Newbury	Geauga	4,418	1,646	18.0%	4.2%	3.3%	3.5%	5.2%	9.6%	14.2%	1.8%	62.4%	5	1	2	1	2	2.2
44072	Novelty	Geauga	4,568	1,747	8.5%	5.3%	2.1%	5.5%	5.6%	2.8%	6.1%	5.0%	22.8%	2	1	1	1	1	1.2

(Continued on the next slide)

Assigning CNI Scores

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
44095	Eastlake	Lake	33,769	14,333	18.9%	6.0%	7.1%	4.5%	9.6%	10.5%	18.4%	5.5%	25.6%	2	2	2	1	2	1.8
44077	Painesville	Lake	54,643	21,361	24.5%	6.4%	7.4%	18.7%	9.4%	10.7%	17.0%	5.3%	50.8%	4	2	2	3	3	2.8
44094	Willoughby	Lake	35,368	15,887	33.1%	5.0%	6.7%	6.1%	9.2%	7.4%	15.5%	5.1%	29.5%	3	2	1	2	5	2.6
44092	Wickliffe	Lake	17,141	7,543	24.1%	5.0%	7.5%	13.2%	12.0%	9.0%	14.7%	10.8%	15.9%	2	2	2	2	3	2.2
44060	Mentor	Lake	65,430	25,639	14.3%	4.3%	4.2%	5.0%	6.1%	6.2%	11.7%	2.4%	21.2%	2	1	1	1	1	1.2
44255	Mantua	Portage	7,839	2,943	17.0%	6.0%	6.8%	3.0%	3.7%	11.8%	12.6%	0.7%	32.3%	3	2	2	1	2	2
44202	Aurora	Portage	18,427	7,209	18.8%	4.2%	5.5%	6.9%	4.0%	5.0%	11.2%	1.9%	11.8%	1	1	1	2	2	1.4
44087	Twinsburg	Summit	19,175	7,536	23.7%	4.1%	7.3%	21.4%	6.2%	5.0%	19.5%	0.7%	12.9%	1	2	1	3	3	2
44067	Northfield	Summit	18,483	7,684	13.7%	4.8%	6.3%	6.3%	5.1%	6.7%	11.4%	0.9%	9.5%	1	2	1	2	1	1.4
44056	Macedonia	Summit	10,486	3,824	4.8%	5.5%	4.2%	12.4%	6.7%	4.9%	8.1%	0.1%	11.8%	1	1	1	2	1	1.2
Hillcrest Hospital Community Summary			583,781	236,301	22.0%	5.3%	7.3%	18.1%	8.8%	7.5%	15.5%	2.9%	24.8%	2	2	1	3	3	2.2

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.

At the same time, a CNI score of 1.0 does not indicate the community requires no attention at all, which is why a larger community such as the Hillcrest Hospital community presents a unique challenge to hospital leadership.

CNI Scores – Primary Market

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
44118	Cleveland Heights	Cuyahoga	39,543	15,660	31.7%	5.9%	11.1%	45.7%	9.7%	5.7%	20.3%	1.9%	25.7%	2	2	1	5	5	3
44121	Cleveland	Cuyahoga	31,079	13,085	21.7%	5.5%	11.3%	46.0%	10.4%	7.0%	19.3%	2.9%	20.0%	2	3	1	5	3	2.8
44122	Beachwood	Cuyahoga	31,527	12,923	28.2%	5.8%	9.2%	40.1%	10.1%	7.5%	14.4%	2.5%	20.2%	2	2	1	5	4	2.8
44094	Willoughby	Lake	35,368	15,887	33.1%	5.0%	6.7%	6.1%	9.2%	7.4%	15.5%	5.1%	29.5%	3	2	1	2	5	2.6
44124	Cleveland	Cuyahoga	36,409	16,978	28.3%	6.2%	10.7%	9.2%	15.1%	7.1%	19.1%	2.0%	14.8%	2	3	1	2	4	2.4
44143	Cleveland	Cuyahoga	23,541	9,720	23.8%	6.0%	9.2%	28.5%	16.4%	7.3%	10.9%	3.1%	14.9%	1	2	1	4	3	2.2
44139	Solon	Cuyahoga	22,641	7,944	12.5%	2.4%	4.2%	16.9%	10.6%	3.7%	8.6%	1.7%	11.0%	1	1	1	3	1	1.4
44022	Chagrin Falls	Cuyahoga	16,244	6,315	10.5%	3.5%	5.2%	8.3%	7.2%	2.4%	7.7%	1.4%	13.6%	1	1	1	2	1	1.2
44040	Gates Mills	Cuyahoga	2,974	1,124	6.0%	3.5%	1.9%	8.4%	13.2%	3.2%	4.0%	0.7%	4.7%	1	1	1	2	1	1.2
44060	Mentor	Lake	65,430	25,639	14.3%	4.3%	4.2%	5.0%	6.1%	6.2%	11.7%	2.4%	21.2%	2	1	1	1	1	1.2
Hillcrest Hospital Primary Market Summary			237,315	97,566	23.4%	5.0%	7.8%	21.6%	10.1%	6.3%	14.3%	2.6%	19.8%	2	2	1	3	3	2.2

The Hillcrest Hospital executive leadership team requested a secondary “view” of the CNI scores for the Hillcrest Hospital community. While the overall Hillcrest Hospital community includes 26 zip codes comprising 80% of the inpatient volume at Hillcrest Hospital, the entire community consist of two markets; primary and secondary.

The Hillcrest Hospital community **primary** market consists of 10 zip code areas with a CNI score of 2.2. Cleveland Heights (44118), Cleveland (44121), Beachwood (44122), and Willoughby (44094) have CNI scores of 2.6 or higher.

CNI Scores – Secondary Market

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
44146	Bedford	Cuyahoga	28,913	13,096	35.0%	6.4%	13.7%	51.9%	4.8%	13.0%	25.0%	2.7%	22.3%	2	3	2	5	5	3.4
44077	Painesville	Lake	54,643	21,361	24.5%	6.4%	7.4%	18.7%	9.4%	10.7%	17.0%	5.3%	50.8%	4	2	2	3	3	2.8
44021	Burton	Geauga	6,817	2,379	23.5%	5.7%	5.7%	3.7%	18.0%	18.8%	19.4%	5.5%	34.5%	3	2	3	2	3	2.6
44046	Huntsburg	Geauga	1,870	550	12.9%	4.9%	4.3%	2.6%	19.4%	18.7%	23.0%	3.5%	66.7%	5	1	3	3	1	2.6
44065	Newbury	Geauga	4,418	1,646	18.0%	4.2%	3.3%	3.5%	5.2%	9.6%	14.2%	1.8%	62.4%	5	1	2	1	2	2.2
44092	Wickliffe	Lake	17,141	7,543	24.1%	5.0%	7.5%	13.2%	12.0%	9.0%	14.7%	10.8%	15.9%	2	2	2	2	3	2.2
44087	Twinsburg	Summit	19,175	7,536	23.7%	4.1%	7.3%	21.4%	6.2%	5.0%	19.5%	0.7%	12.9%	1	2	1	3	3	2
44255	Mantua	Portage	7,839	2,943	17.0%	6.0%	6.8%	3.0%	3.7%	11.8%	12.6%	0.7%	32.3%	3	2	2	1	2	2
44095	Eastlake	Lake	33,769	14,333	18.9%	6.0%	7.1%	4.5%	9.6%	10.5%	18.4%	5.5%	25.6%	2	2	2	1	2	1.8
44024	Chardon	Geauga	23,846	8,840	16.8%	5.6%	4.3%	2.9%	4.5%	7.6%	16.0%	2.8%	25.8%	2	1	1	1	2	1.4
44067	Northfield	Summit	18,483	7,684	13.7%	4.8%	6.3%	6.3%	5.1%	6.7%	11.4%	0.9%	9.5%	1	2	1	2	1	1.4
44202	Aurora	Portage	18,427	7,209	18.8%	4.2%	5.5%	6.9%	4.0%	5.0%	11.2%	1.9%	11.8%	1	1	1	2	2	1.4
44023	Chagrin Falls	Geauga	16,868	6,005	8.3%	6.0%	2.7%	6.2%	4.4%	4.0%	13.1%	2.8%	19.3%	2	1	1	1	1	1.2
44056	Macedonia	Summit	10,486	3,824	4.8%	5.5%	4.2%	12.4%	6.7%	4.9%	8.1%	0.1%	11.8%	1	1	1	2	1	1.2
44072	Novelty	Geauga	4,568	1,747	8.5%	5.3%	2.1%	5.5%	5.6%	2.8%	6.1%	5.0%	22.8%	2	1	1	1	1	1.2
44026	Chesterland	Geauga	11,762	4,330	7.7%	4.8%	2.6%	3.2%	8.9%	6.5%	9.0%	0.4%	11.3%	1	1	1	1	1	1
Hillcrest Hospital Secondary Market Summary			346,466	138,735	20.7%	5.7%	6.8%	14.9%	7.3%	8.7%	16.9%	3.3%	28.5%	3	2	1	2	3	2.2

The Hillcrest Hospital community **secondary** market consists of 16 zip code areas with a CNI score of 2.2. Bedford (44146), Painesville (44077), Burton (44021), and Huntsburg (44046) have CNI scores above 2.6.

Community Need Index (CNI)

(Top 5 and Bottom 5 scores shown)

Zip	City	County	Inc Rank	Insur Rank	Educ Rank	Cult Rank	Hous Rank	CNI Score
44146	Bedford	Cuyahoga	2	3	2	5	5	3.4
44118	Cleveland Heights	Cuyahoga	2	2	1	5	5	3.0
44121	South Euclid	Cuyahoga	2	3	1	5	3	2.8
44122	Beachwood	Cuyahoga	2	2	1	5	4	2.8
44077	Painesville	Lake	4	2	2	3	3	2.8
44021	Burton	Geauga	2	1	1	1	1	1.2
44023	Chagrin Falls	Geauga	2	1	1	1	1	1.2
44072	Novelty	Geauga	2	1	1	1	1	1.2
44060	Mentor	Lake	1	1	1	2	1	1.2
44056	Macedonia	Summit	1	1	1	1	1	1.0
Hillcrest Hospital Community			2	2	1	3	3	2.2

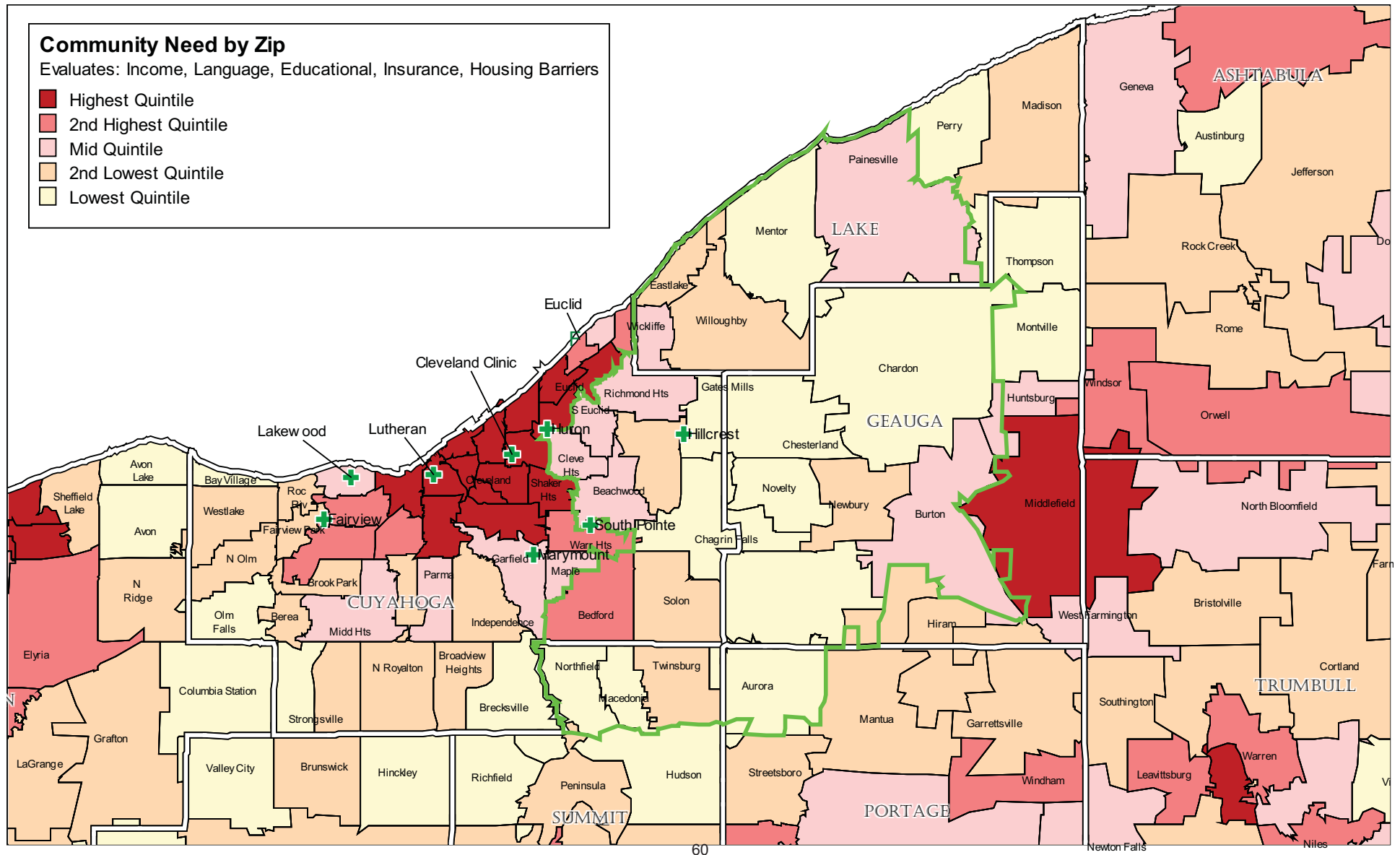
Bedford (44146) and Cleveland Heights (44118) record the highest CNI scores within the Hillcrest Hospital community. A CNI score above 3.0 will typically indicate a specific socio-economic factor impacting a community's access to care.

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
44146	28,913	13,096	35.0%	6.4%	13.7%	51.9%	4.8%	13.0%	25.0%	2.7%	22.3%	2	3	2	5	5	3.4
44118	39,543	15,660	31.7%	5.9%	11.1%	45.7%	9.7%	5.7%	20.3%	1.9%	25.7%	2	2	1	5	5	3.0

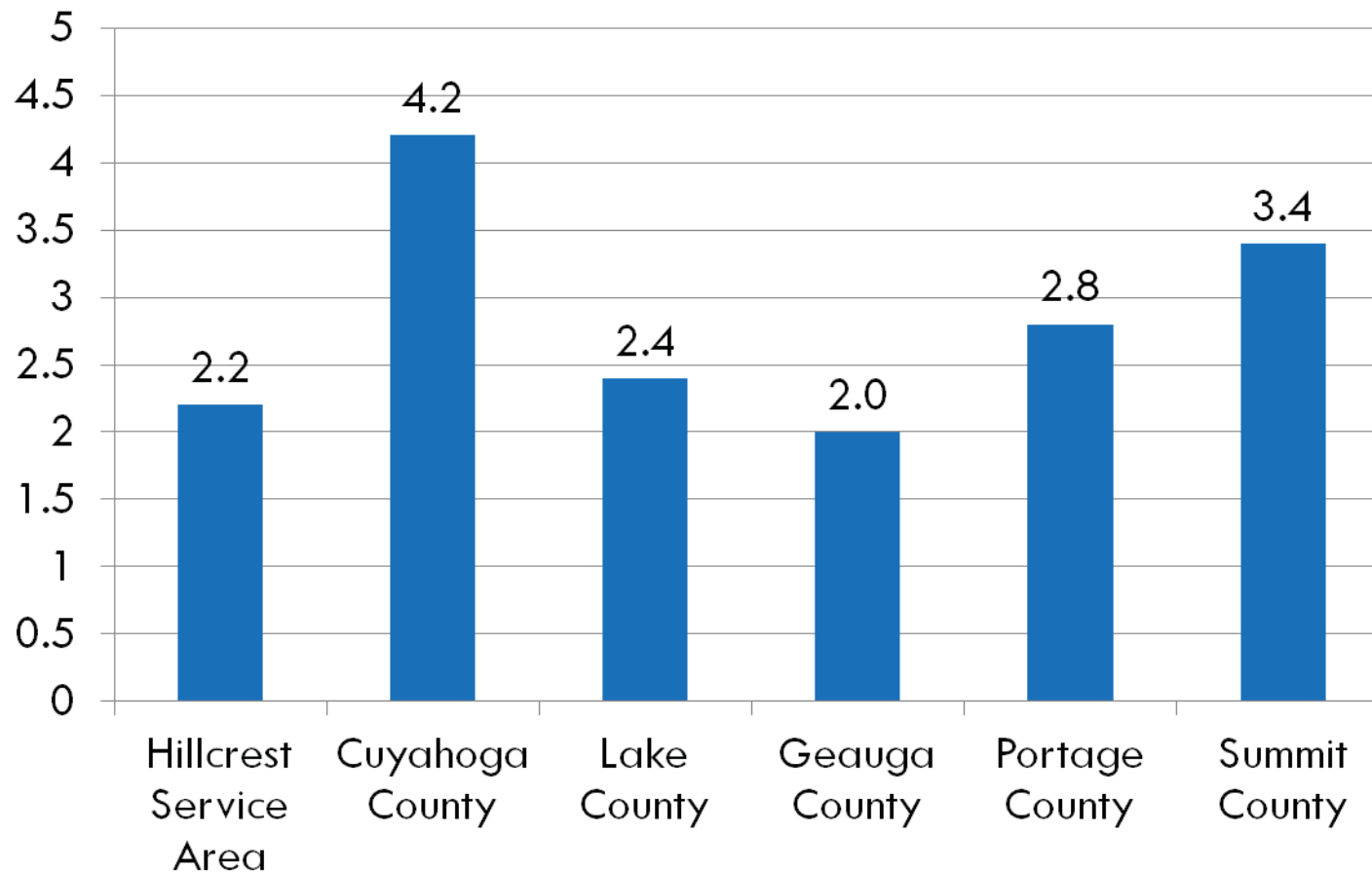
- The CNI zip code summary provides the community hospital with valuable background information to begin addressing the community needs.
- A closer look at Bedford (44146) and Cleveland Heights (44118) reveals the highest unemployment, uninsured, minority, rental and 65 and older living in poverty rates within the Hillcrest Hospital community.
- The CNI provides greater ability to diagnose community need as it explores zip code areas with significant barriers to health care access. The overall unemployment rate for the Hillcrest Hospital community is 5.3%; well below the national unemployment rate currently fluctuating around 9%. The unemployment rate for Bedford (44146) is 13.7%.
- The percentage of citizens 65 and older living in poverty is also higher in the Bedford zip code area (25.0%); much higher than the Hillcrest Hospital community average (15.5%).

Hillcrest Hospital – CNI Map



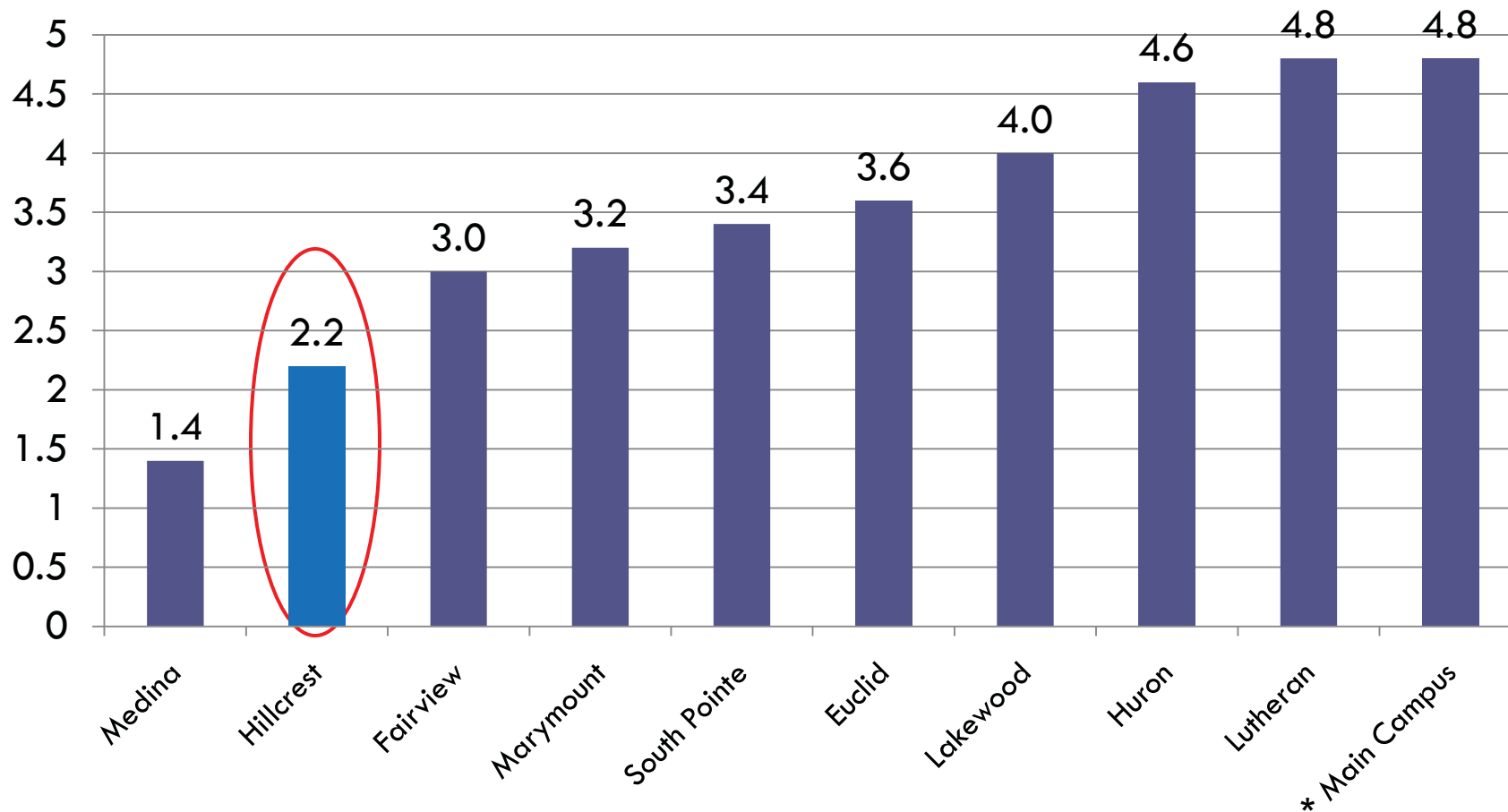
Source: Thomson Reuters

Community Need Index



Examining the overall CNI scores for the Hillcrest Hospital community, Cuyahoga County has the greatest number of socio-economic barriers to health care access; indicating greater community need.

Community Need Index - Hospital Communities



The CNI score for the Hillcrest Hospital community is 2.2 out of the highest possible score of 5.0; indicating a lesser need for community health intervention related to traditional socioeconomic barriers to health care. The only community with a CNI score less than the Hillcrest community is the Medina Hospital community.

62

Source: Thomson Reuters

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

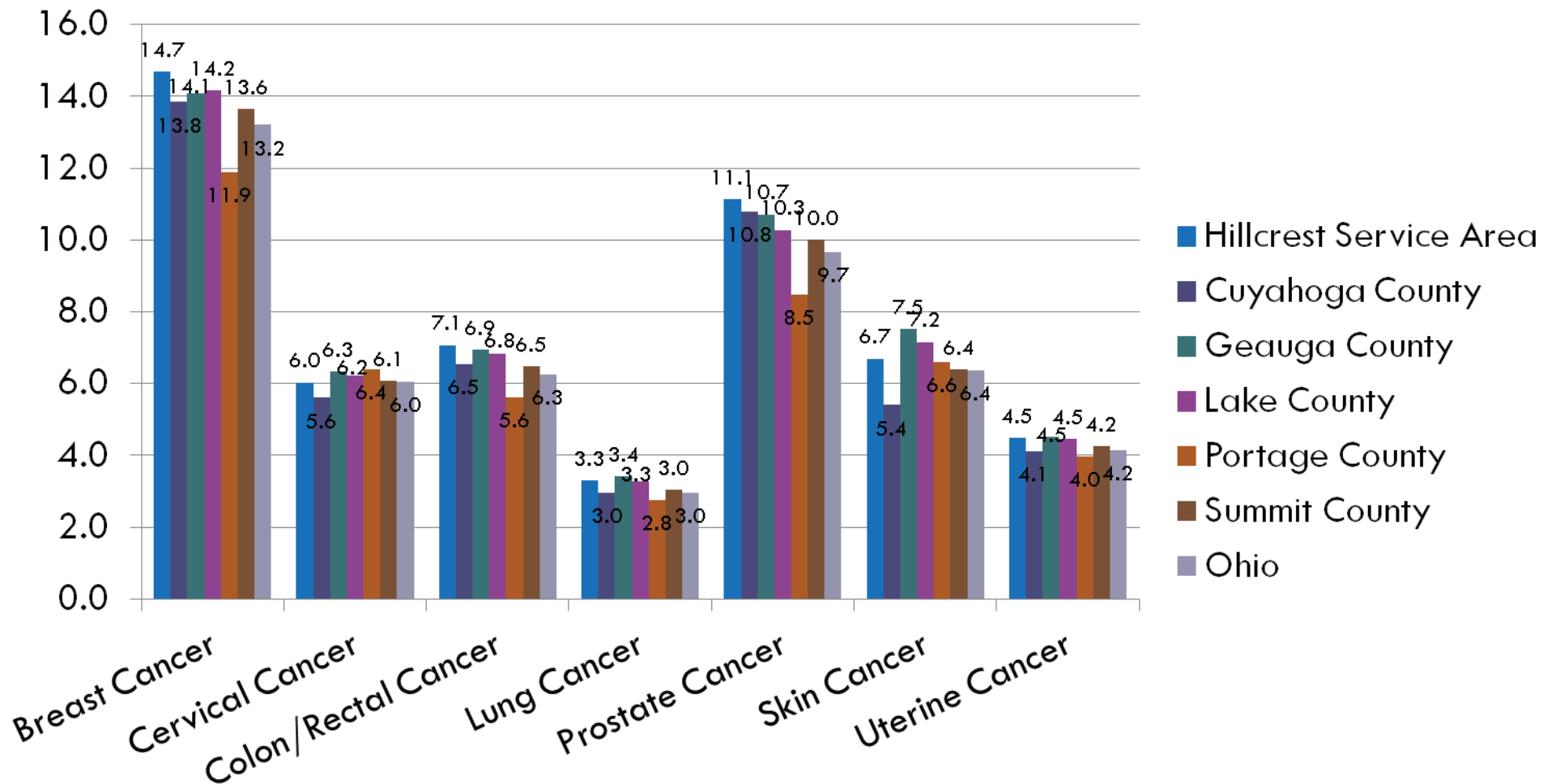
Overview



Disease Prevalence Profile

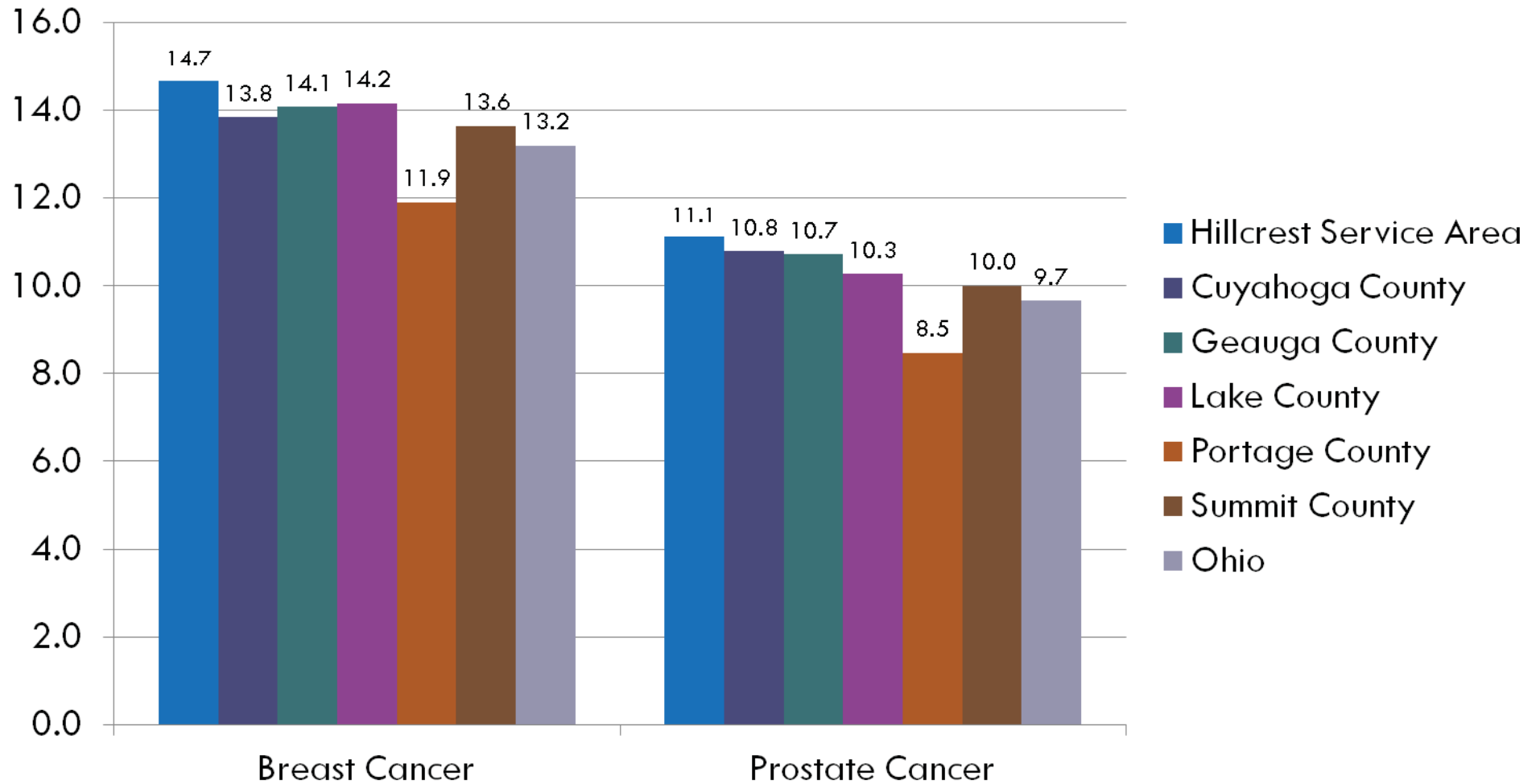
- ❑ **The prevalence of diseases traditionally associated with an elderly population are higher in the Hillcrest Hospital community compared to Ohio.**
 - ❑ Aches, pains and arthritis conditions are more prevalent compared to state trends.
 - ❑ The prevalence of hearing impairment and diabetes are slightly higher compared to prevalence at the state level.
- ❑ **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. The prevalence of breast cancer and prostate cancer within the Hillcrest Hospital community is only slightly higher (approx. 1.5 cases per 1,000) than the statewide average.
- ❑ **The Hillcrest Hospital community has higher prevalence of heart-related diseases compared to Ohio.**
 - ❑ Coronary Heart Disease
 - ❑ Heart Attack
 - ❑ Angina
 - ❑ Congestive Heart Failure
 - ❑ Hypertension

Cancer Prevalence Rates

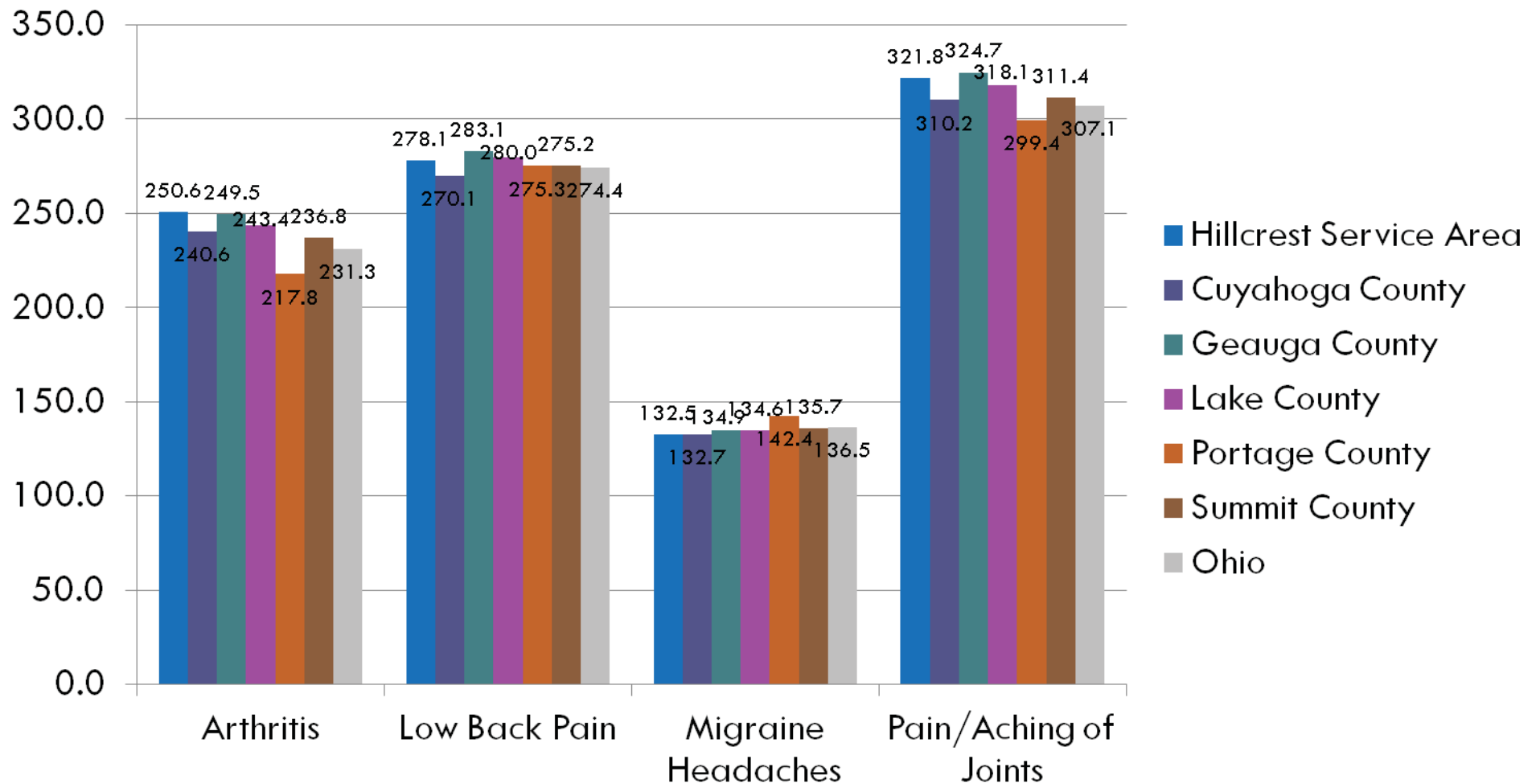


Source: Thomson Reuters

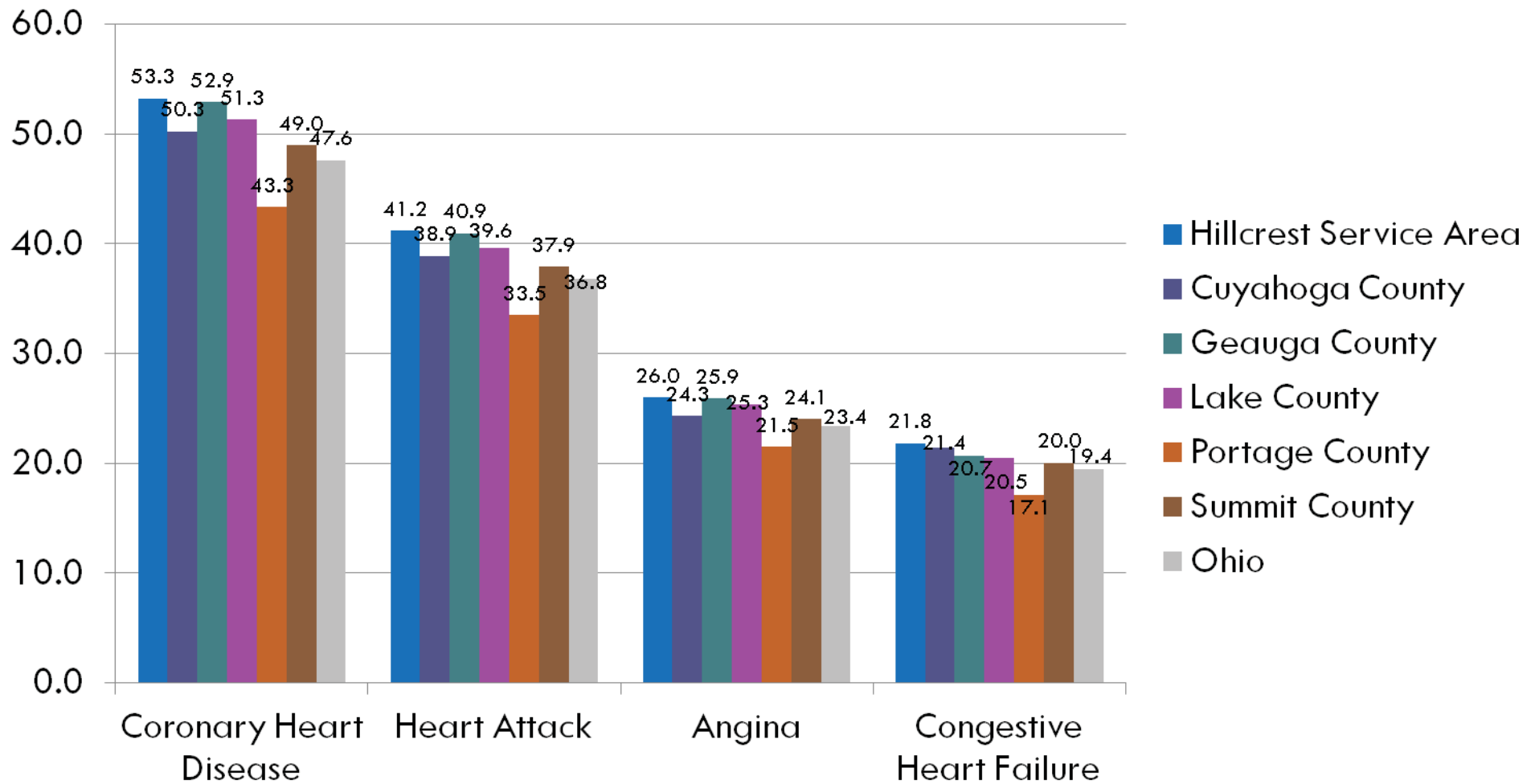
Cancer Prevalence Rates – Breast & Prostate



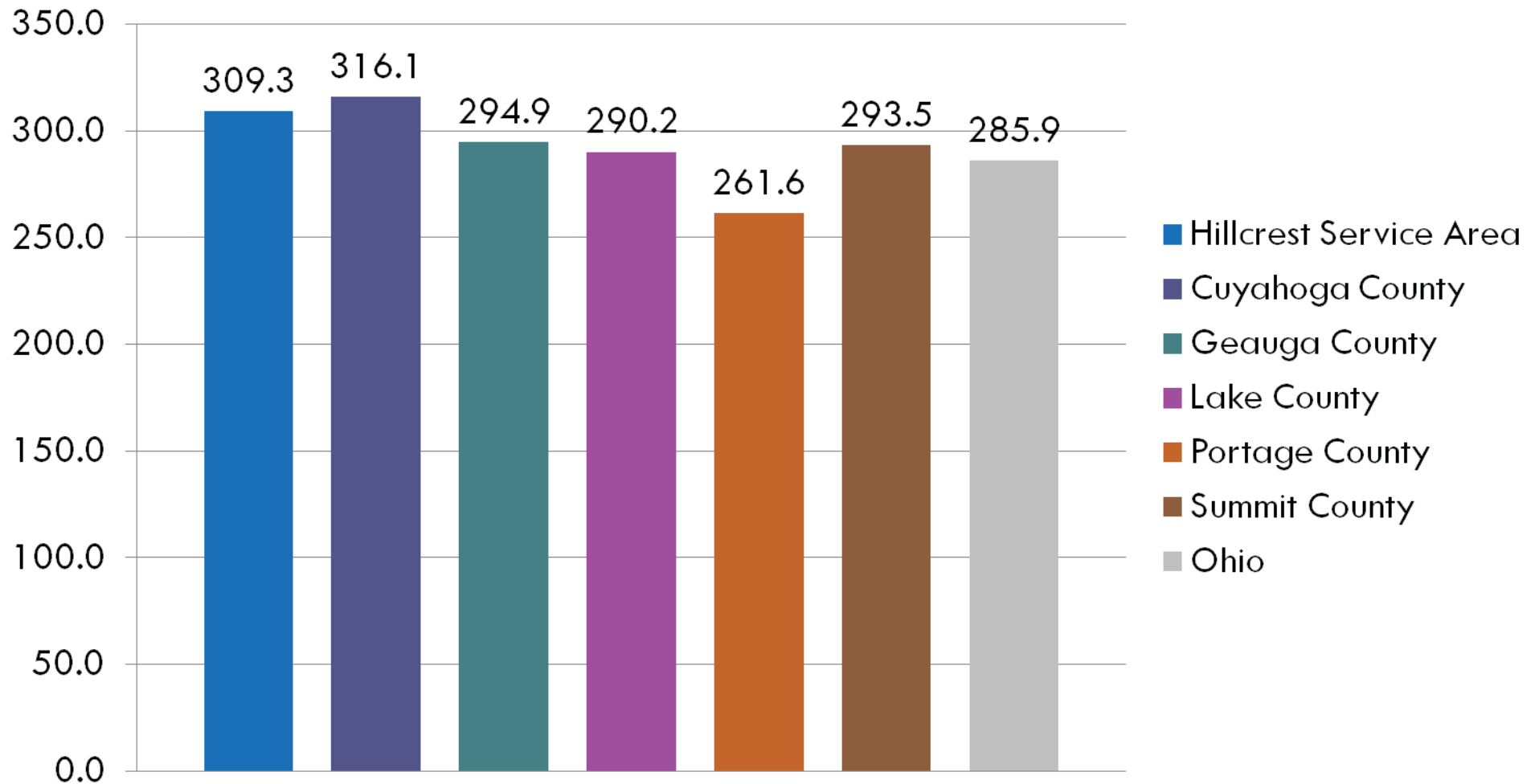
Aches/Pains Prevalence Rates



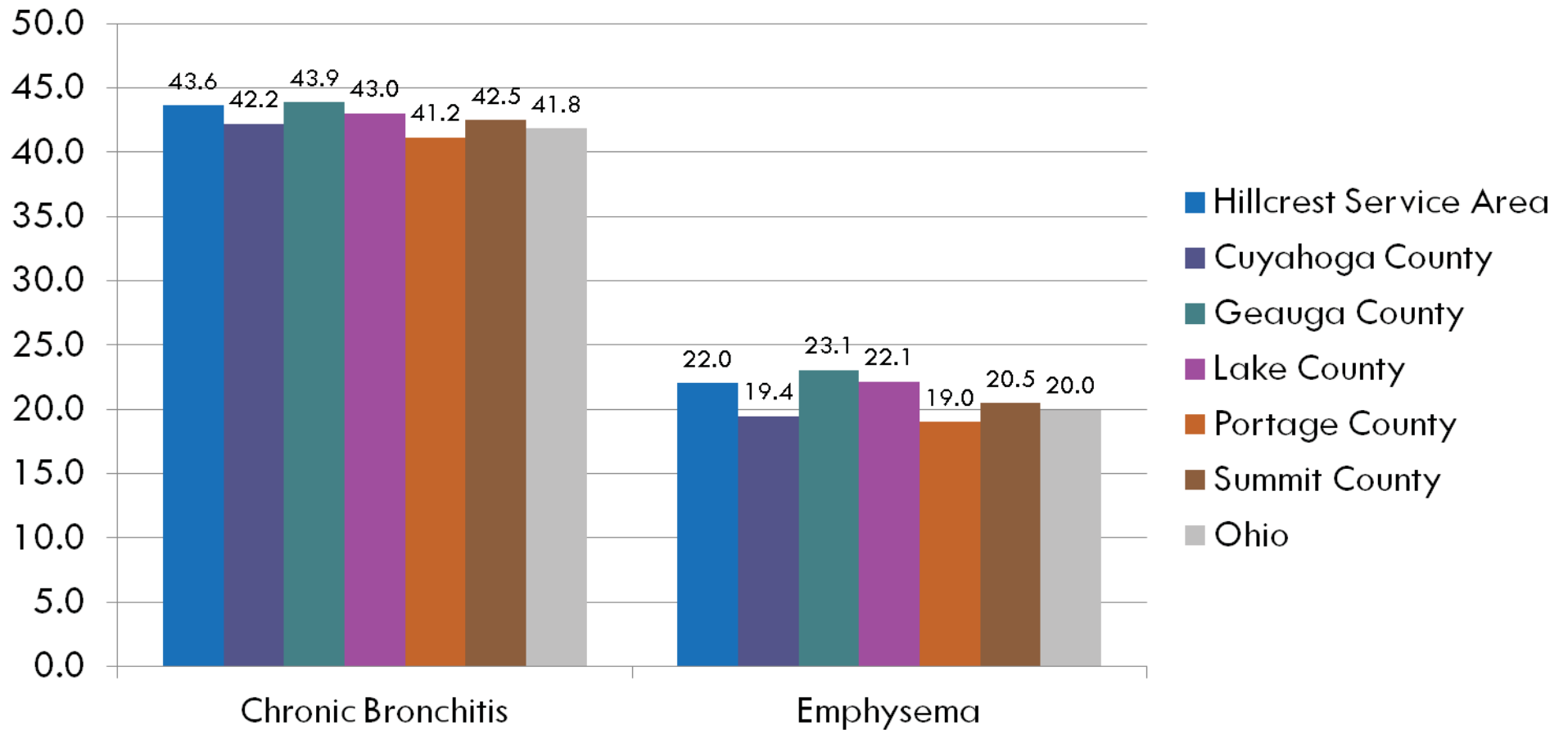
Heart-Related Prevalence Rates



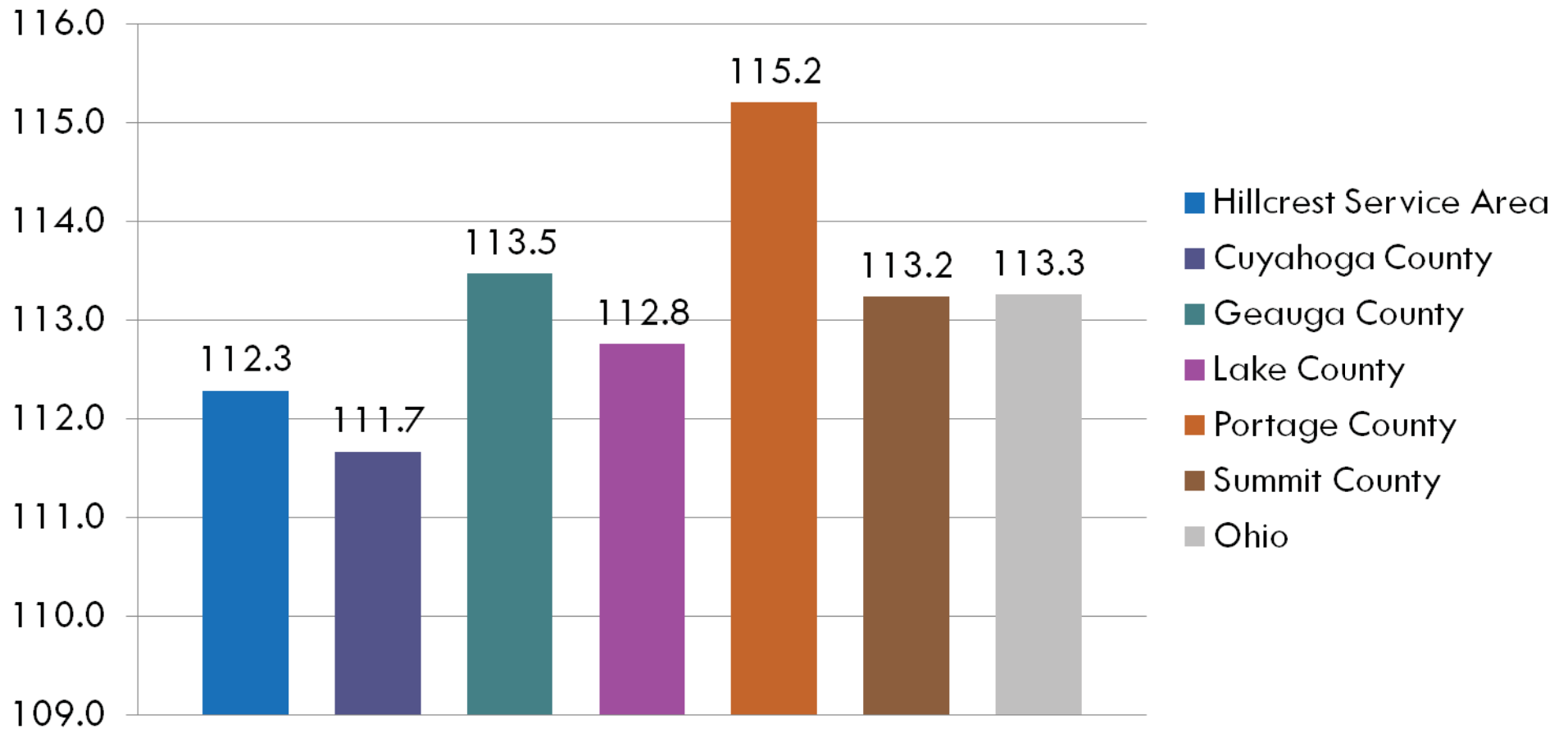
Hypertension – Heart Related Prevalence Rates



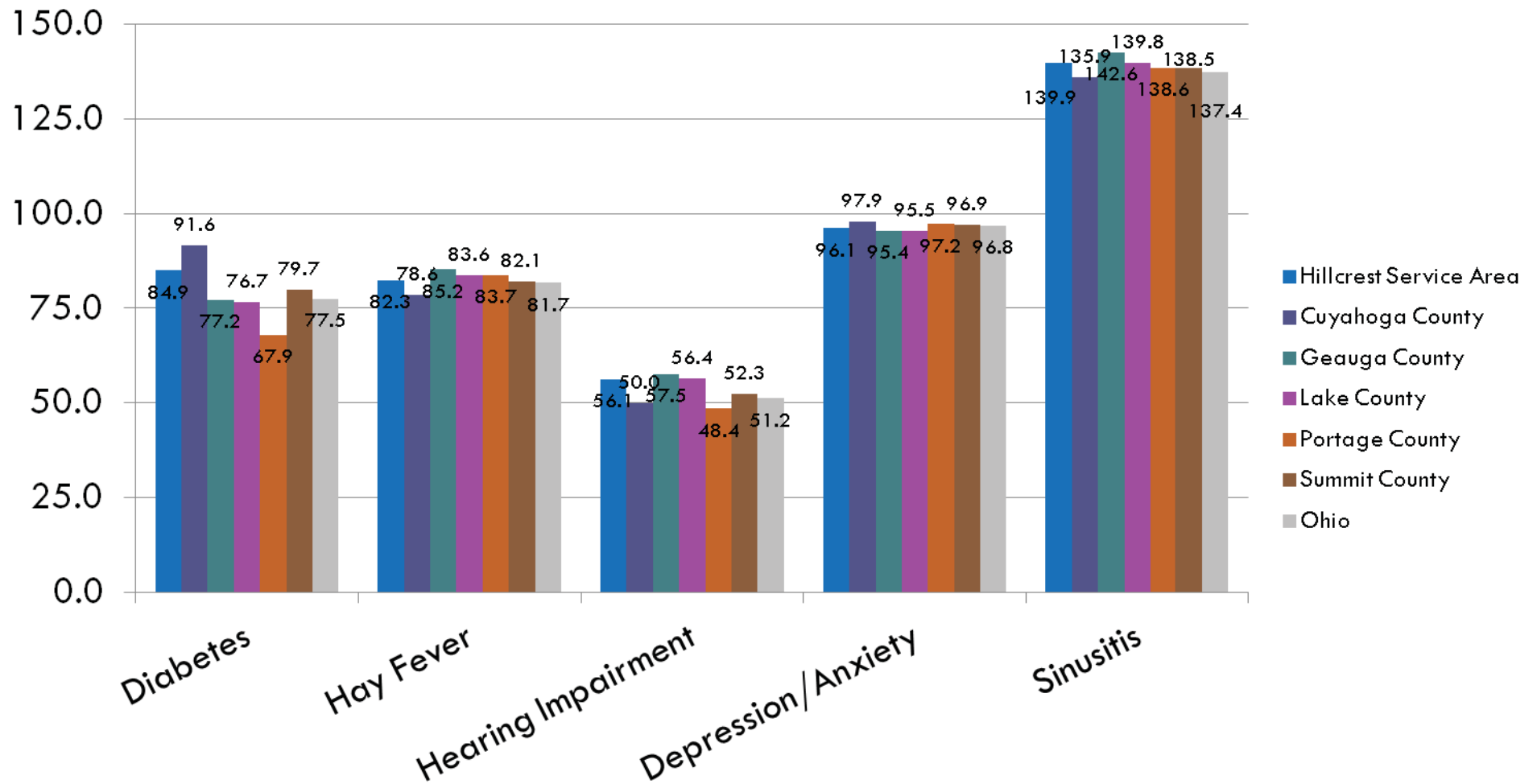
Lung-Related Prevalence Rates



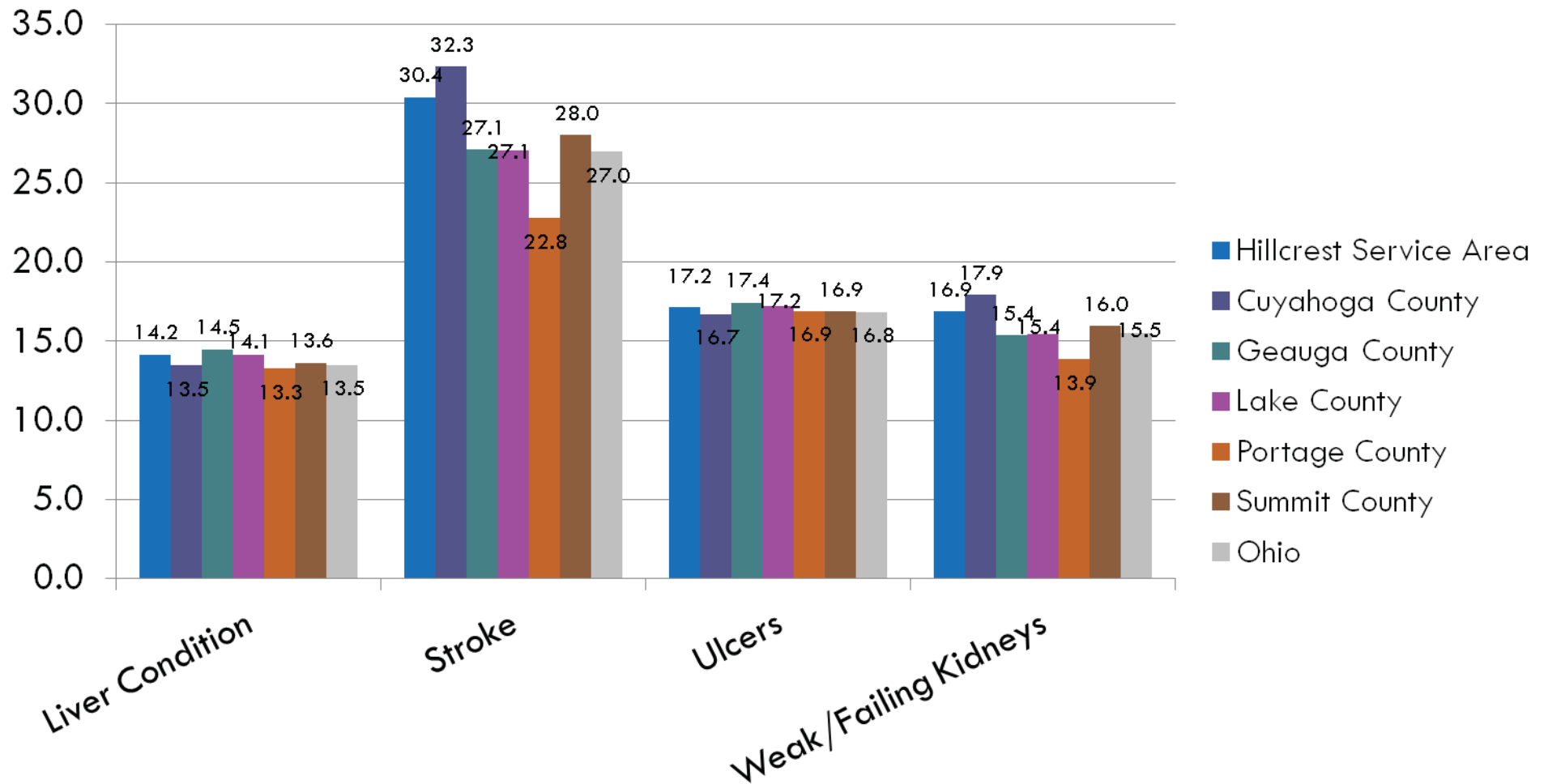
Asthma - Lung Related Prevalence Rates



Disease Prevalence Rates



Disease Prevalence Rates



Overview



Prevention Quality Indicators Index (PQI)

- **PQI scores in the Hillcrest Hospital community are at or below Ohio for most factors. The following are the only areas in which the Hillcrest area has higher rates:**

Prevention Quality Indicators (PQI)	Hillcrest Service Area	Ohio	Difference
Low Birth Weight Rate (PQI 9)	3.87	1.21	+2.66
Congestive Heart Failure Admission Rate (PQI 8)	5.18	4.66	+0.52
Urinary Tract Infection Admission Rate (PQI 12)	2.97	2.66	+0.31
Dehydration Admission Rate (PQI 10)	1.21	1.00	+0.21
Adult Asthma Admission Rate (PQI 15)	2.03	1.99	+0.04

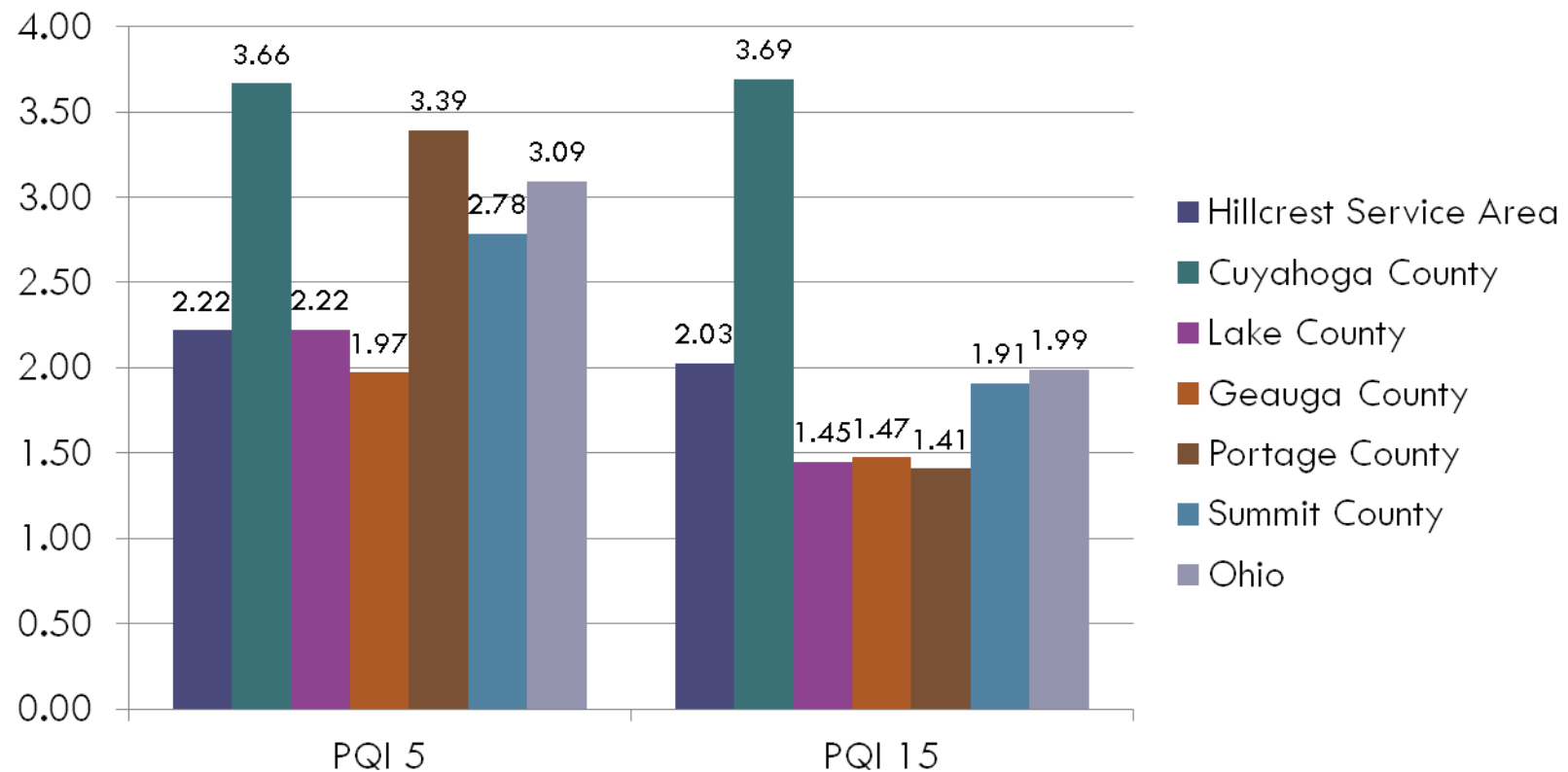
- **PQI scores in Cuyahoga County are generally greater than Ohio PQIs for most factors.**

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

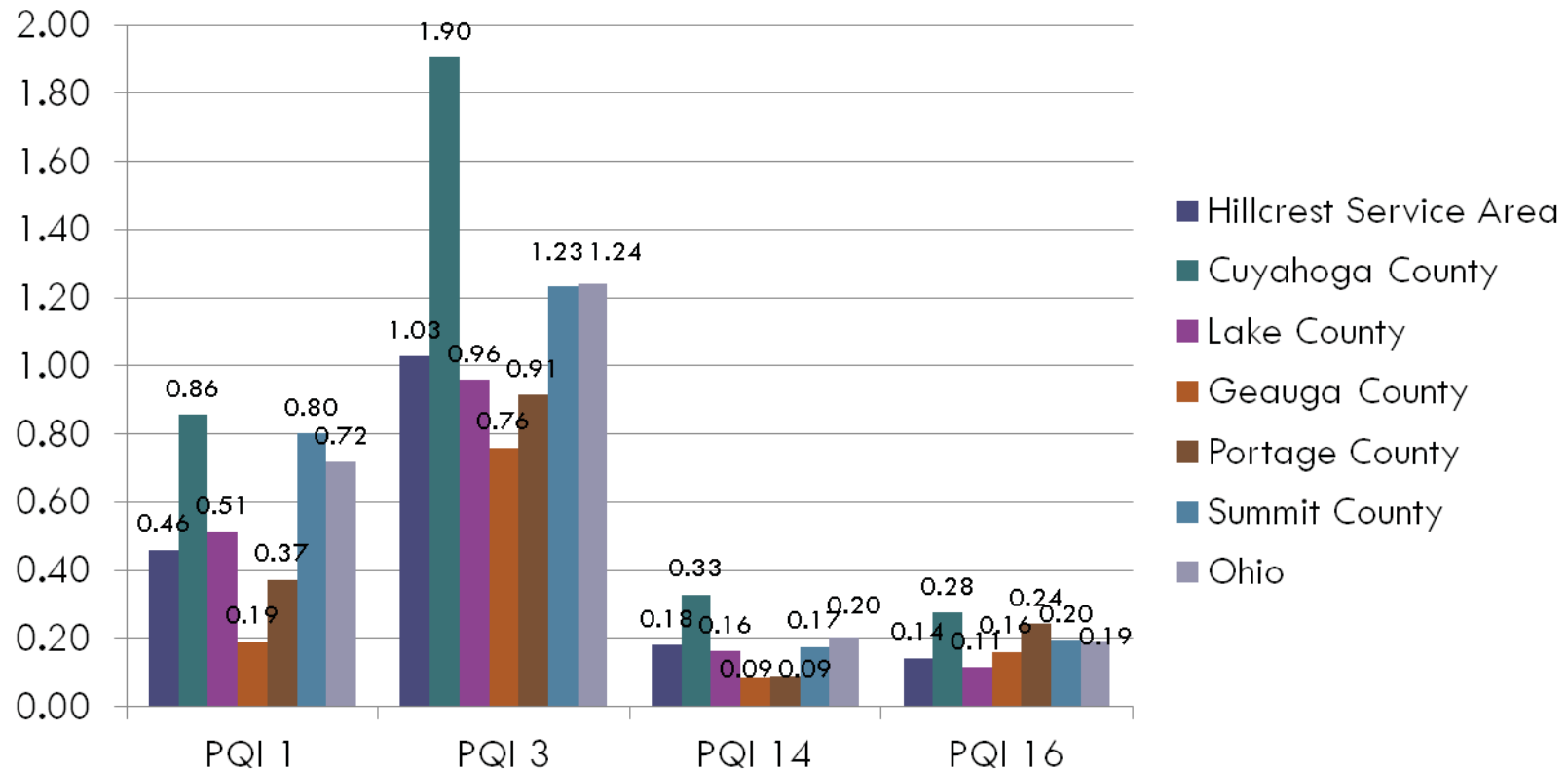
Chronic Lung Conditions



PQI 5 Chronic Obstructive Pulmonary Disease Admission Rate

PQI 15 Adult Asthma Admission Rate

Diabetes



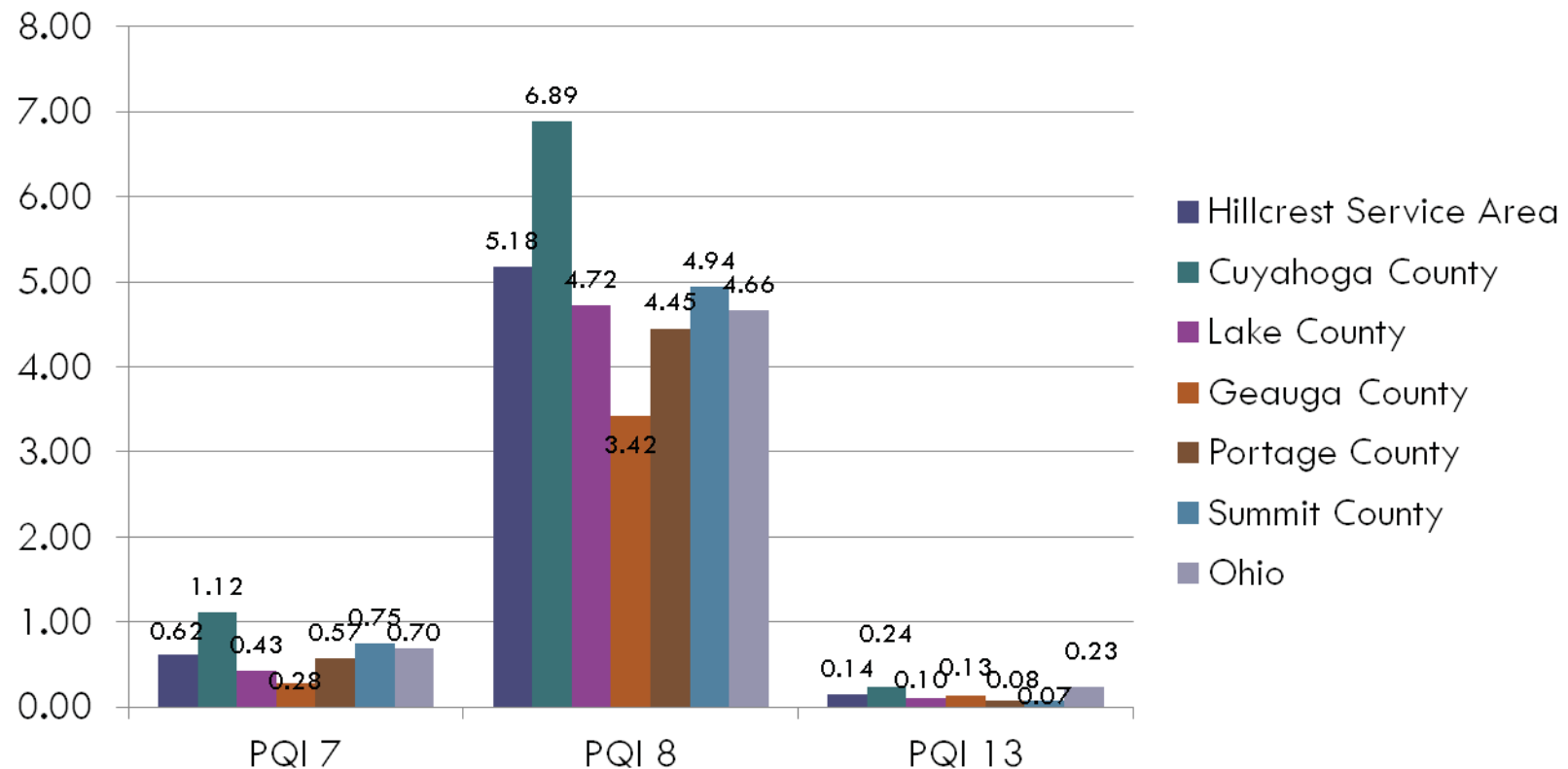
PQI 1 Diabetes Short-Term Complications Admission Rate

PQI 3 Diabetes Long-Term Complications Admission Rate

PQI 14 Uncontrolled Diabetes Admission Rate

PQI 16 Lower Extremity Amputation Rate Among Diabetic Patients

Heart Conditions

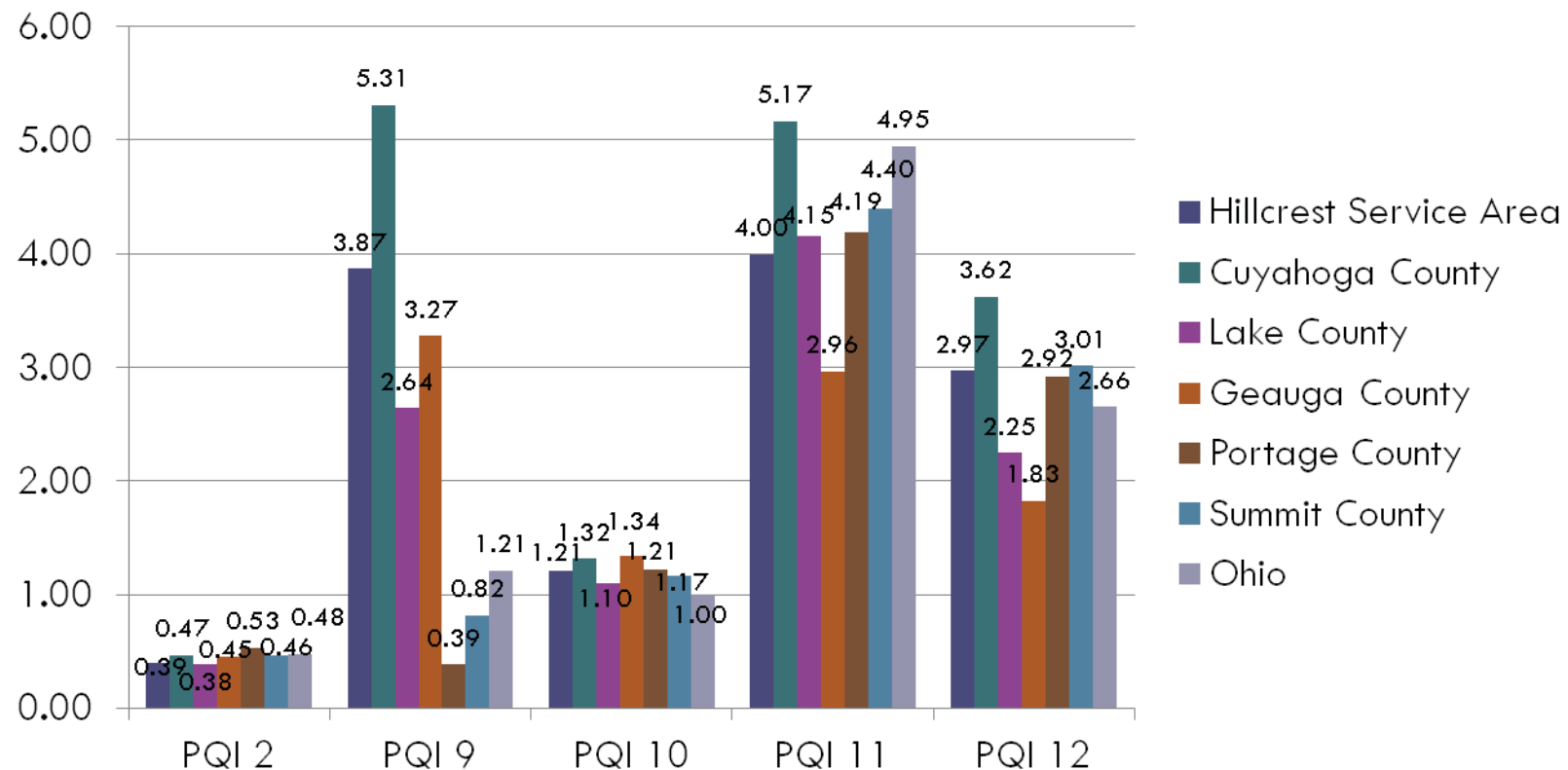


PQI 7 Hypertension Admission Rate

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

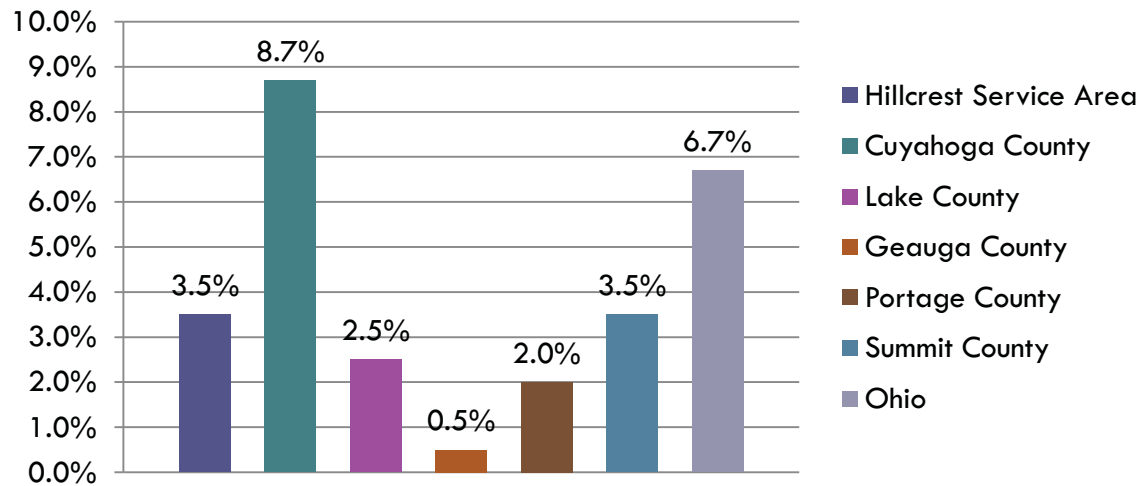
Overview



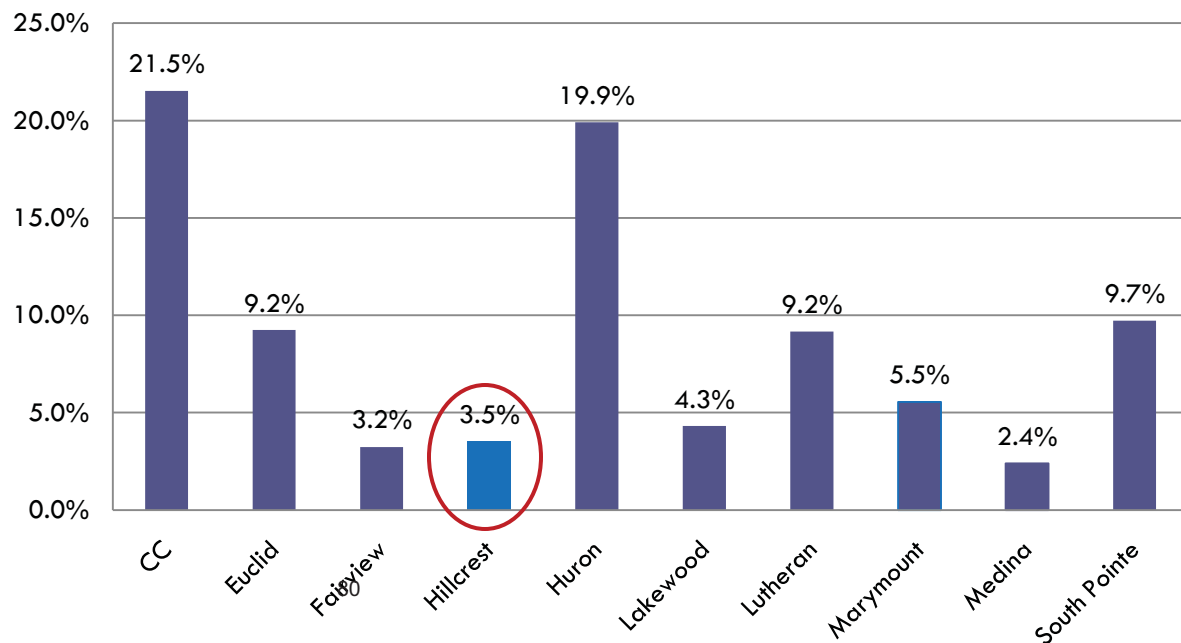
Penetrating Trauma Data

- ❑ Tripp Umbach collected statistical data from the Ohio Department of Public Safety, Division of Emergency Medical Services, Ohio Trauma 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.
- ❑ **Hillcrest Hospital has one of the lowest penetrating trauma rates (3.5%)** of Cleveland Clinic hospital communities; only Fairview and Medina Hospitals have lower rates. The rate for Hillcrest Hospital is also much lower than Cuyahoga County and Ohio.

2010 Trauma: % Penetrating



2010 Trauma by Community: % Penetrating



Penetrating trauma data is based on the residence zip code of the trauma patient, not where the trauma was treated or occurred.

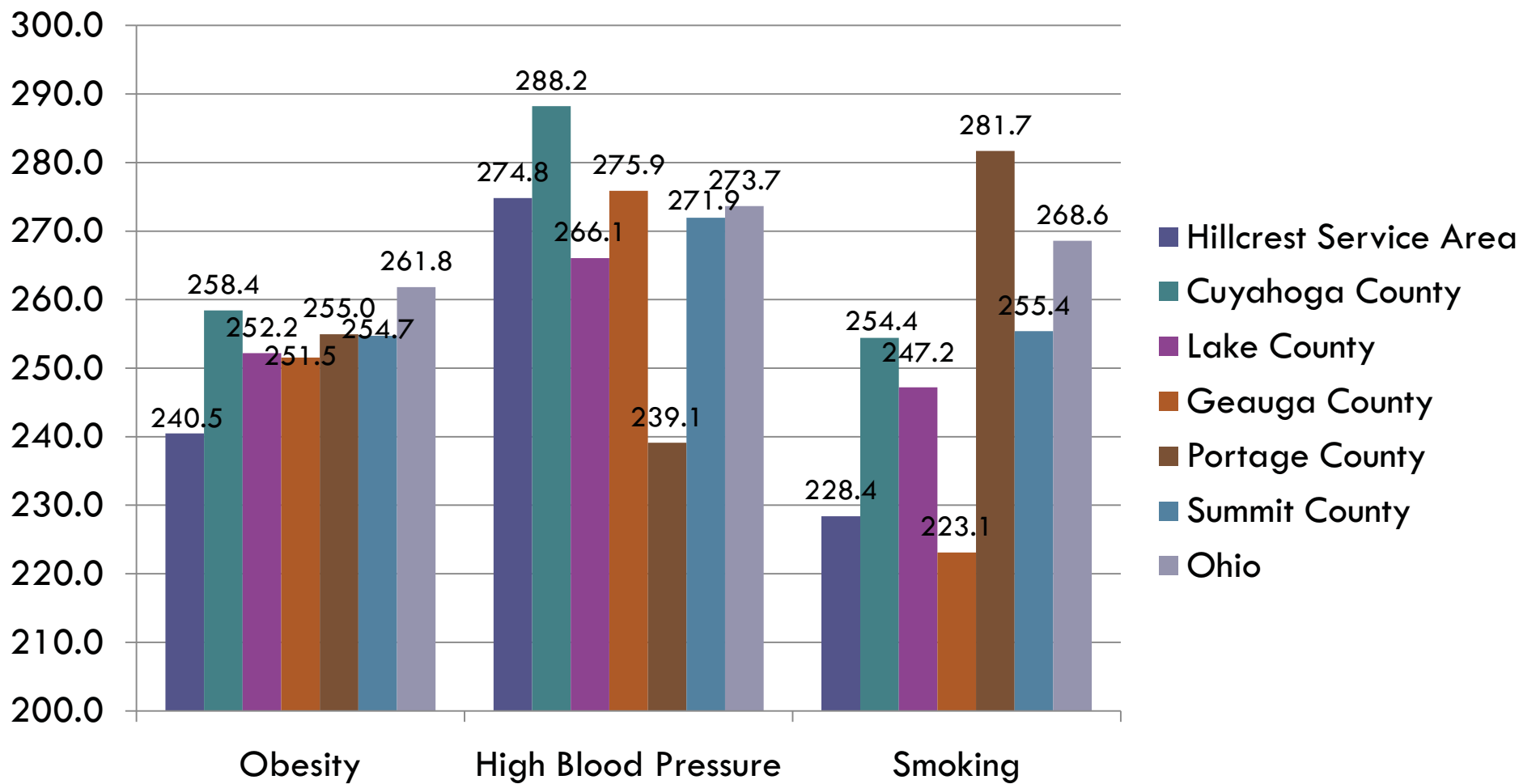
Source: Ohio Trauma Registry

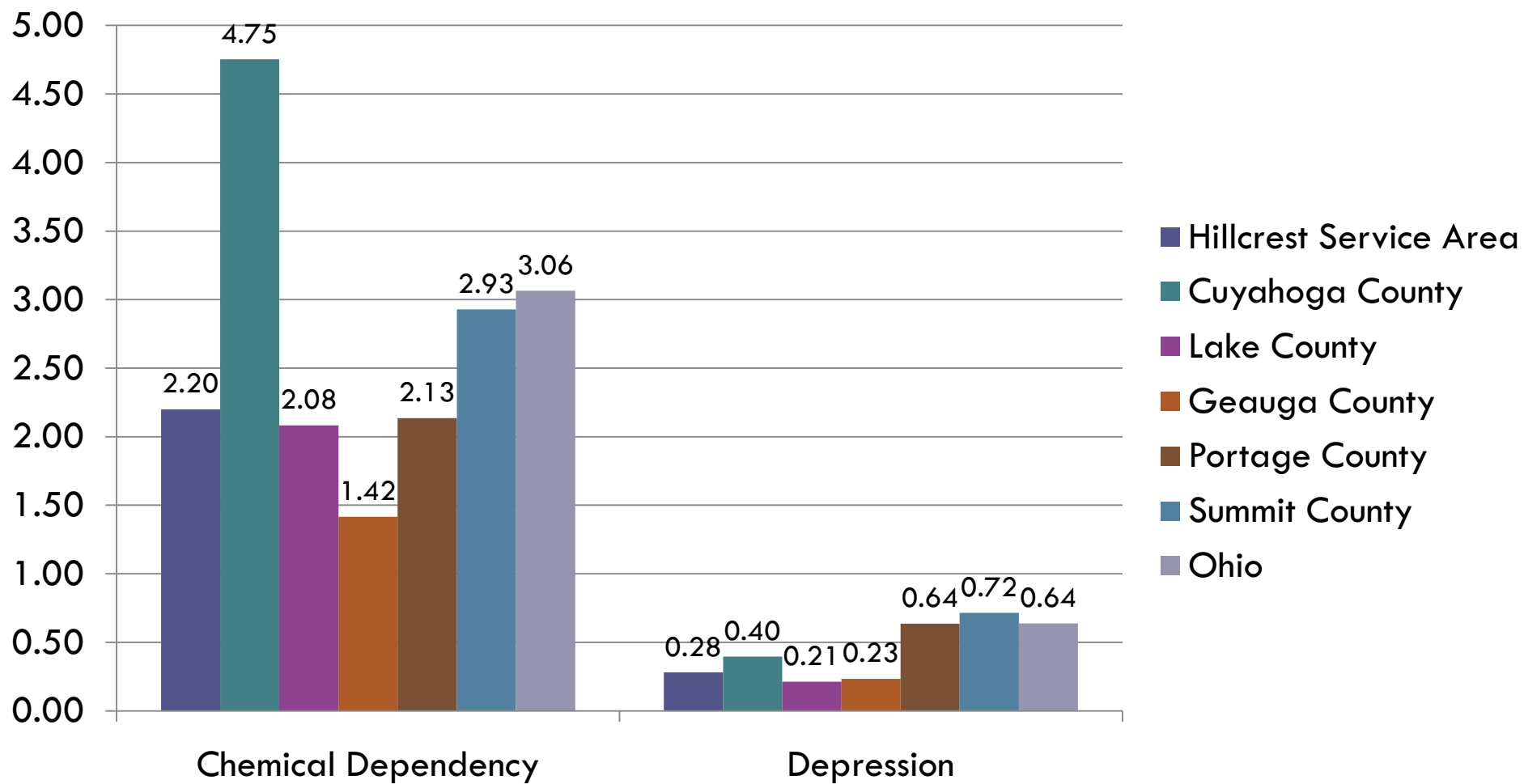
Overview



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 Hillcrest Hospital community shows comparable or lower rates of obesity, smoking, chemical dependency and depression compared to service counties and Ohio.**
- **However, the Hillcrest Hospital community shows higher rates of high blood pressure** compared to the service counties and Ohio. The higher rates of high blood pressure are possibly due to the older population of the Hillcrest Hospital community.





APPENDIX C:

Hillcrest Hospital Interview Summary -- Key Stakeholder Group

COMMUNITY STAKEHOLDER INTERVIEW SUMMARY

Community:

Hillcrest Hospital service area

Data Collection:

The following qualitative data were gathered during individual interviews with eight stakeholders of the Hillcrest area as identified by an advisory committee of Hillcrest Hospital executive leadership. Hillcrest Hospital is a 496-bed full service 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 previously developed by Tripp Umbach and reviewed by the Hillcrest 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 four places mentioned by stakeholders when asked what community they were speaking on behalf of were: Beachwood, OH, Mayfield Heights, Cuyahoga County, University Heights and Lyndhurst (in order of most mentioned).

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

Of the eight respondents six currently lived in the community and two worked in the community but did not reside there. Of the six residents, the shortest length of residency was fifteen years and the longest was fifty-four years. The median length of residency was 21.5 years and the mean length of residency was 29.5 years. Of the two respondents whom were employed but did not reside in the community, the shortest length of employment was four years and the longest was twenty years. The median length of employment was 12 years and the mean length of employment was 12 years.

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

Of the eight respondents there was a diverse representation of positions held in the community. Those positions represented included educational leader, non-profit leader, political leader, community leader, business professional and religious clergy.

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

There were four themes identified upon review of the stakeholders' collective definitions of a "healthy community". These were: Knowledge of and access to medical options and physical health, Infrastructure, Access to knowledge and Communication and collaboration.

Knowledge of and access to medical options and physical health were identified by six stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to the knowledge that residents should have about medical options and the access residents should have to those medical options, as well as the physical health components that a healthy community should have:

- The ability to meet the healthcare needs of the community by providing medical options
- Knowledge about potential health challenges
- Free health screenings to prevent illness
- A focus on health and wellness
- Lower disease rates
- The ability to manage chronic disease
- Healthy food options
- People that make healthy choices
- Residents with active lifestyles that are physically and emotionally healthy

Infrastructure was identified by four stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to infrastructure that a healthy community should have:

- A public transportation system
- Recreational activities and amenities
- A safe environment
- The ability to walk around
- Clean water
- Clean air

Access to knowledge was identified by three stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to having access to knowledge that a healthy community should have:

- Residents that are knowledgeable about health challenges and available services
- A knowledgeable community is a healthy community

Communication and collaboration was identified by three stakeholders as significant to the definition of a healthy community. Specifically, stakeholders mentioned the following elements relating to communication and collaboration that a healthy community should have:

- An environment in which everybody makes an effort to partner with one another
- Ongoing efforts to improve communication
- Community involvement with people working together towards a common goal
- A government with integrity
- Neighbors engaged with one another

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

Out of eight responses, five stakeholders felt their community was healthy; two felt their community could be healthier and one stakeholder felt the community was not healthy due to an aging population.

Although the majority of interviewees agreed that the Hillcrest area is a healthy community, several stakeholders felt the community could be healthier. Those stakeholders expressed several concerns directly related to the health of their community. Those concerns were:

- Healthcare systems do not work together resulting in some elderly residents falling through the cracks
- The community has the potential to be stronger
- A lot of budget cut backs have negatively impacted the community
- The Hillcrest area is an aging community with increasing health related issues
- The community's health resources may need to expand to meet the demands of an aging Baby Boomer generation (i.e. are there enough doctors)

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

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

- Improve education and add programming to increase awareness on healthy living (i.e. wellness programs and healthy eating options)
- School districts work together to plan better nutrition programs for the children they serve
- Improve education about physical fitness (i.e. ways residents can use the local park to stay healthy)
- Increase local resources
- Improve communication and collaboration among community leaders, neighbors and organizations
- Identify the needs of the community and work together to offer services to fill the needs
- Increase access to needed services such as wellness clinics and preventive care clinics

- Maintain an ongoing dialogue to identify and meet the needs of the at risk population
- Provide health screenings on a regular basis
- Increase preventive care programs
- Residents engage in programs

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

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

- Additional services for low income families will be provided
- Residents will have access to better transportation at a lower cost
- It will be a growing community that is more diverse on all spectrums (businesses, race, age, religion)
- It will be an attractive place to live with lots of green space
- There will be a multitude of wellness programs and prevention clinics offered
- Residents will be living healthy and mindful of healthy exercise and nutrition
- Everyone in the community will be working together with a sense of neighborhood

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

- Exceptional services are provided to the community on every level.
 - It is a well-maintained community (i.e. landscaped, has garbage pickup and streets are cleaned and repaired)
 - The community has excellent healthcare (i.e. Hillcrest Hospital)
 - School districts add strength to the community
 - Leadership is providing new direction
- The community itself is a resource because it is:
 - Financially stable
 - Safe
 - Cohesive
- Many residents are a source of strength in the community because they are:
 - Connected to one another (i.e. word of mouth permeates throughout the community)
 - Supportive of one another (i.e. residents take care of themselves and their families)
 - Well educated
 - Open to learning
 - Mature
 - Living healthy lifestyles

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

- Aging population-
 - High prevalence of an at risk population
 - Elderly receive limited knowledge and communication
- Poor Economy-
 - Economic situation of Ohio is poor
 - Funding cuts
 - Taxes
 - Increased cost of living
- Community leadership-
 - Small leadership structure
 - No formalized citizens group
 - Does not invest enough time and energy to understand the changing behavior of the community.
- Lack of community development-
 - Not enough effort to recruit desirable residents
 - Not a lot of development of growth
 - A lack of business recruitment to fill retail space

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

Out of eight responses, six stakeholders responded that they believe there are adequate resources available in the Hillcrest area to address the aforementioned issues/problems. Two stakeholders did not believe adequate resources were available.

Several stakeholders that believed there were adequate community resources to resolve the previously identified problems/issues also felt that resources could be improved and/or ensured by: anticipating the needs of an aging baby boomer population; residents being educated and resourceful enough to seek out what is needed; addressing the duplication of services currently provided and increasing the collaboration and partnership among businesses.

The two stakeholders that believed there were not adequate community resources to resolve the previously identified problems/issues cited a lack of funding for schools; too many budget cuts; duplicated efforts; the lack of centralized efforts; the absence of resource pooling and a lack of communication as the basis for their beliefs.

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


Several additional concerns were mentioned and previously expressed concerns were expounded upon:

- The baby boomer population is retiring early and the aging population is going to grow. There are already not enough services for the elderly and with this population on the rise there will be more demands to meet.
- The community needs to continue to focus on health and wellness. There needs to be more community resources to help maintain health at home.
- There is going to be an increase in lower income population to the community. This might be hard for the community to adapt to and understand the needs of this population.

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

Two out of the nine stakeholders interviewed chose to provide additional comments. Below are the additional comments made by stakeholders:

- All residents of the community have tremendous resources for top quality care. There is an abundance of knowledge that is not fully utilized. There needs to be more health screenings and programs for preventative care.
- The Hillcrest area is a rather mature community. With this in mind we need to anticipate needs for the elderly and be ready to support future needs.

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?

5a. Is this a healthy community?

5b. How can you achieve a healthy community?

6. Please describe your vision of what your community should look like in 5 – 10 years?

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.

Community Strength #1

Community Strength #2

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?

APPENDIX D:

Hillcrest Hospital Focus Group Summary -- Independent Seniors Group

INDEPENDENT LIVING SENIOR FOCUS GROUP INPUT

Community:

Hillcrest 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 Hillcrest area. The target population was defined by an advisory committee of Hillcrest Hospital executive leadership. Hillcrest Hospital is a 496-bed full service 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 Ross DeJohn Community Center. Each participant was provided an incentive of twenty-five dollars for participating. Discussion groups were conducted using a discussion guide previously created by Tripp Umbach and reviewed by the Hillcrest Hospital executive leadership. The purpose of this discussion group was to identify health issues and concerns affecting seniors that live independently in the Hillcrest 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 Hillcrest area. Below is a brief summary of the recommendations:

- ***Publish and provide booklets with general relevant information:*** Publishing booklets and/or pamphlets regarding relevant health related issues such as senior safety would widely offer seniors access to health education. Currently seniors do feel prevention information is readily accessible.
- ***Develop a central access point for pertinent information:*** A central access point where seniors could find information (e.g. a web portal for each community) would empower seniors to access information on their own without depending on others to provide it. Currently the information that is available comes from multiple sources, often requires enrollment in specific programs and is duplicated and disorganized.
- ***Make lists of available community organizations, services and programs available:*** If every resident had access to a list of pertinent community services, programs and organizations they could look up information when they need it. This list could be displayed at all major facilities and businesses residents frequent (i.e. banks, pharmacies, etc.). Currently seniors do not have access to information about what is available in their community and many seniors are not able to explore the community to identify these services, programs and organizations.
- ***Provide a free clinic:*** A free clinic similar to the free clinic of Greater Cleveland would provide primary and preventative services to seniors who are unable to afford the high cost of health insurance. The clinic could be staffed by retired physicians using a neighbors helping neighbors

concept instead of relying solely on government funding (e.g. South Carolina employs a similar free clinic model). Cleveland Clinic could begin researching what the best model would be to provide free clinic services in the Hillcrest area. Currently free clinic services are not available to seniors in the Hillcrest area requiring them to pay expensive health insurance premiums or the high cost of uninsured health services. Many seniors find that neither option is affordable.

- **Limit malpractice suits:** Doctors should be able to provide care. Patients should receive care and reduce law suit activity. Malpractice suits have greatly affected the cost of health insurance coverage and health care in general including a doctor's willingness to make house calls. Currently seniors find it difficult to afford the cost of health insurance which limits their access to health services.
- **Provide additional green space:** Additional green space would afford seniors greater access to recreational opportunities. If space was available outdoor recreational activities could be developed. Currently seniors feel there is not enough outdoor space to hold recreational activities.
- **Provide free valet parking to individuals with a handicap every day:** Seniors should not have to pay for valet parking if they are handicapped. Many seniors use valet parking due to various physical ailments which limit their mobility. Currently seniors with handicaps pay for valet parking (i.e. valet parking costs between three and ten dollars at local Cleveland Clinic hospitals). Additionally, valet parking is not available at Hillcrest Hospital on the weekends. Seniors feel they should not be charged for valet parking if they are incapable of parking and walking to doctors appointments.
- **Increase the number of faculty at Hillcrest Hospital:** The hospital needs more staff so that health services are not overrun. Currently the ER gets overrun with people using emergency services for non emergent illnesses.
- **Improve the equipment:** Hillcrest hospital should improve the equipment used (i.e. beds). Seniors feel the equipment such as beds are of poor quality.
- **Increase prevention efforts for young adults:** Increasing prevention efforts for young adults will lead to those young adults becoming better informed and healthier seniors. Seniors felt that prevention efforts are more successful when introduced at a younger age.
- **Hospitals should speak to parent serving groups and organizations about prevention:** Hospitals should speak to PTA's and PTO's so that their members can provide prevention education and guidance to young people. Reaching out to parent serving organizations can empower parents to practice and teach children prevention.
- **Provide healthcare assemblies in schools:** Hospitals should develop healthcare assemblies in schools to teach healthy lifestyles and choices to young people.
- **Seniors mentor young people:** Seniors should become more involved in mentoring youth regarding healthy lifestyle choices through mentoring programs that connect kids with grown-ups.

- ***Develop a senior/youth co-op:*** A group of seniors and a group of youth could participate in a co-op in which the seniors are available to be called upon by youth afterschool when needed and seniors could call upon youth in the group when needed. Developing a senior/youth co-op would provide a partnership in which both groups can benefit from their participation.

PROBLEM IDENTIFICATION:

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

1. Absence of collaboration and access to information
2. Absence of affordable health Insurance
3. Limited access to recreational activities
4. Dissatisfaction with Hillcrest Hospital
5. Lack of prevention and poor child health

ABSENCE OF COLLABORATION AND ACCESS TO INFORMATION:

Seniors that live independently indicated they felt seniors in the Hillcrest area were unaware of many services provided in the community as a result of a lack of collaboration and outreach efforts on the part of core institutions in the Hillcrest area.

Contributing Factors:

- Information about existing programs and services is difficult to locate due to a lack of outreach (e.g. seniors were not aware of the existence of the various groups in which each of the participants were involved).
- The lack of collaboration between hospitals and other institutions in the Hillcrest area that provide information (i.e. schools and the senior center) results in seniors receiving disorganized, duplicated and at times no information.
- There is not a central access point where seniors can locate information making it difficult for seniors to access all the information they need day-to-day.
- Information is disseminated in the Hillcrest area but it is part and parcel and not specific to each community.
- Seniors were aware that the United Way's 211 service existed but were not aware they were eligible to use the service themselves.

Mitigating Resources:

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

- Cleveland Clinics sends information out to seniors enrolled in the Healthwise Connections Program
- Doctors and nurses speak at an event once a month
- Hillcrest Hospital and the university both have information available
- A booklet is published every 3 months that provides information
- A dinner is provided every month and is widely attended
- Senior centers provide outreach to all communities

Group Suggestions/Recommendations:

Seniors that live independently offered the following as possible solutions to improve collaboration and access to information:

- ***Publish and provide booklets with general relevant information:*** Publishing booklets and/or pamphlets regarding relevant health related issues such as senior safety would widely offer seniors access to health education.
- ***Develop a central access point for pertinent information:*** A central access point where seniors could find information (e.g. a web portal for each community) would empower seniors to access information on their own without depending on others to provide it.
- ***Make lists of available community organizations, services and programs available:*** If every resident had access to a list of pertinent community services, programs and organizations they could look up information when they need it. This list could be displayed at all major facilities and businesses residents frequent (i.e. banks, pharmacies, etc.).

ABSENCE OF AFFORDABLE HEALTH INSURANCE:

Seniors that live independently indicated that health insurance was unaffordable limiting their access to adequate healthcare.

Contributing Factors:

- The cost of health insurance has risen significantly.
- Seniors who may have limited mobility cannot afford house calls.
- The cost of health coverage has risen as the result of malpractice suits.

Mitigating Resources:

Seniors that live independently identified the following resources in their community that they felt could improve access to affordable health insurance and/or improve access to uninsured health services:

- The Greater Cleveland Hospital has a free clinic
- Hillcrest provides free screenings
- Lessons about Medicare have been provided in the past

Group Suggestions/Recommendations:

Seniors that live independently offered the following as possible solutions to improve access to affordable health insurance and/or improve access to affordable uninsured health services in their community:

- ***Provide a free clinic:*** A free clinic similar to the free clinic of Greater Cleveland would provide primary and preventative services to seniors who are unable to afford the high cost of health insurance. The clinic could be staffed by retired physicians using a neighbors helping neighbors concept instead of relying solely on government funding (e.g. South Carolina employs a similar free clinic model). Cleveland Clinic could begin researching what the best model would be to provide free clinic services in the Hillcrest area.
- ***Limit malpractice suits:*** Doctors should be able to provide care. Patients should receive care and reduce law suit activity. Malpractice suits have greatly affected the cost of health insurance coverage and health care in general including a doctor's willingness to make house calls.

LIMITED ACCESS TO RECREATIONAL ACTIVITIES:

Seniors that live independently indicated they felt they do not have access to sufficient recreational outlets. Participants also indicated that many seniors are not aware of the programs and services that are available in the community.

Contributing Factors:

- There is not much green space in the Hillcrest area.
- Many recreational activities take place at night and seniors cannot attend (e.g. baseball game).
- Many seniors are not aware of programs and services that are available.

Mitigating Resources:

Seniors that live independently identified the following resources in their community that they felt could improve access to recreational activities:

- There are many activities and groups in the community that seniors can get involved in (i.e. church groups, 50+ clubs, senior centers, etc.) but many seniors are unaware of these programs and services
- Senior centers offer volunteer opportunities
- The hospital has walkways with mile markers for exercise purposes

Group Suggestions/Recommendations:

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

- ***Provide additional green space:*** Additional green space would afford seniors greater access to recreational opportunities. If space was available outdoor recreational activities could be developed.
- ***Make lists of available community organizations, services and programs available:*** If every resident had access to a list of pertinent community services, programs and organizations they could look up information when they need it. This list could be displayed at all major facilities and businesses residents frequent (i.e. banks, pharmacies, etc.).

DISSATISFACTION WITH HILLCREST HOSPITAL:

Seniors that live independently expressed dissatisfaction with Hillcrest Hospital in the areas of parking, equipment and staff.

Contributing Factors:

- The ER gets over run because people use it for non-emergent illnesses.
- Seniors do not like the quality of service they receive from the nursing staff at Cleveland Clinic's main campus.
- Some doctors are effective and actively involved in treatment and others are not.
- Handicap seniors are required to pay for valet parking (i.e. valet parking costs between three and ten dollars at local Cleveland Clinic hospitals) and it is not available on the weekends.
- The equipment (i.e. beds) is of poor quality.
- There are not enough resources or faculty at the hospital.
- Seniors are concerned that Hillcrest will grow too much.
- Hillcrest leadership has proven to be unapproachable (i.e. a participant allegedly approached an administrator at the main opening event about parking and felt they were not heard).

Mitigating Resources:

Seniors that live independently identified the following facets of Hillcrest Hospital that they are satisfied with:

- It is a beautiful new hospital

- Hillcrest has evolved into a full service hospital
- Seniors do not need to go downtown unless a specific procedure requires travel
- St. Francis provides transportation to the hospital

Group Suggestions/Recommendations:

Seniors that live independently offered the following as possible solutions to improve their satisfaction with Hillcrest Hospital:

- ***Provide free valet parking to individuals with a handicap every day:*** Seniors should not have to pay for valet parking if they are handicapped. Many seniors use valet parking due to various physical ailments which limit their mobility. Seniors feel they should not be charged for valet parking if they are incapable of parking and walking to medical appointments.
- ***Increase the number of faculty at Hillcrest Hospital:*** The hospital needs more staff so that health services are not overrun.
- ***Improve the equipment:*** Hillcrest hospital should improve the equipment used (i.e. beds). Seniors feel the equipment such as beds are of poor quality.

LACK OF PREVENTION AND POOR CHILD HEALTH:

Seniors that live independently expressed concerns about a lack of preventative health services offered in the Hillcrest area particularly as they relate to youth.

Contributing Factors:

- An unhealthy environment still exists (e.g. mortality, residents not making healthy consumption choices, smoking, a lack of fitness and drugs).
- Education programs are not available anymore due to the pervasive use of T.V. and technology.
- The prevalence of peer-pressure compels youth to make unhealthy choices (i.e. smoking and drug use).
- Many residents lack self control to make healthy choices.
- Parents are too busy, particularly in single parent families, to focus on prevention and healthy behavior.
- The lack of collaboration among institutions and groups leads to parents and youths not having access to needed information that could promote healthier choices.

Mitigating Resources:

Seniors that live independently did not identify any resources in the community that would improve the lack of preventative services and/or the poor health of children.

Group Suggestions/Recommendations:

Seniors that live independently offered the following as possible solutions to increase prevention efforts and improve the poor health of children in their community:

- ***Increase prevention efforts for young adults:*** Increasing prevention efforts for young adults will lead to those young adults becoming better informed and healthier seniors. Seniors felt that prevention efforts are more successful when introduced at a younger age.
- ***Hospitals should speak to parent serving groups and organizations about prevention:*** Hospitals should speak to PTA's and PTO's so that their members can provide prevention education and guidance to young people. Reaching out to parent serving organizations can empower parents to practice and teach children prevention.
- ***Provide healthcare assemblies in schools:*** Hospitals should develop healthcare assemblies in schools to teach healthy lifestyles and choices to young people.
- ***Seniors mentor young people:*** Seniors should become more involved in mentoring youth regarding healthy lifestyle choices through mentoring programs that connect kids with grown-ups.
- ***Develop a senior/youth co-op:*** A group of seniors and a group of youth could participate in a co-op in which the seniors are available to be called upon by youth afterschool when needed and seniors could call upon youth in the group when needed. Developing a senior/youth co-op would provide a partnership in which both groups can benefit from their participation.

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:

Hillcrest Hospital Focus Group Summary -- Assisted Living Seniors Group

ASSISTED LIVING SENIOR FOCUS GROUP INPUT

Community:

Hillcrest Hospital service area

INTRODUCTION:

The following qualitative data were gathered during a discussion group conducted with a target population of seniors that live in an assisted living community in the Hillcrest area. The target population was defined by an advisory committee of Hillcrest Hospital executive leadership. Hillcrest Hospital is a 496-bed full service 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 Villa Serena Assisted Living Community. Each participant was provided an incentive of twenty-five dollars for participating. Discussion groups were conducted using a discussion guide previously created by Tripp Umbach and reviewed by the Hillcrest Hospital executive leadership. The purpose of this discussion group was to identify health issues and concerns affecting seniors that live in an assisted living community in the Hillcrest 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 in an assisted living community in the Hillcrest area. Below is a brief summary of the recommendations:

- ***Doctors should provide house calls:*** Doctors should provide house calls to assisted living facilities to increase seniors' access to general practitioners and preventative healthcare. The provision of house call services would provide direct access to physicians without requiring transportation. Also, seniors would not be required to seek routine services in a hospital environment that they perceive contains risk of infection and disrespectful staff. Currently seniors do not have access to adequate transportation for medical appointments. Additionally, seniors avoid seeking healthcare services at Hillcrest Hospital because they are concerned about the service being poor and the risk of hospital-acquired infections.
- ***Develop internships for nursing and medical students:*** Villa Serena should offer internships for nursing and medical students to provide learning experiences for students and access to group activities and health education for seniors. Currently seniors feel there is a lack of health education and group activities.
- ***Pair nursing students with senior residents:*** Villa Serena should collaborate with Hillcrest Hospital and local universities to develop a program in which nursing students are paired with Villa Serena residents to provide health education and home health visits. Currently seniors do not have access to medical personnel in their residences.

- ***Provide affordable transportation to doctor appointments:*** Villa Serena and Hillcrest Hospital should work together to provide residents affordable and/or free transportation to and from medical appointments. Currently transportation is not provided for medical appointments.
- ***Schedule a van with a driver to help seniors:*** Villa Serena should schedule a van and a driver that will help seniors on certain days of the week. The provision of a van would allow seniors to accomplish errands (i.e. banking and grocery shopping). Specifically, the provision of a driver that will help seniors lift groceries and get in and out of the vehicle will help accomplish these tasks. Currently residents do not have adequate transportation or help to accomplish everyday tasks such as banking and grocery shopping.
- ***Provide transportation to Hillcrest Hospital daily from 3:00 to 6:00 PM:*** The hospital should provide residents transportation to get to and from the hospital each day. This would allow seniors to attend medical appointments and access the facilities that are available for their use. Currently residents find it difficult to get to and from the hospital for any reason.
- ***Offer meal plans for residents:*** Villa Serena and Hillcrest Hospital should make the hospital cafeteria available to residents by structuring a meal plan. Eating in the Hillcrest Hospital cafeteria would improve the quality of food to which residents have access. However, for this suggestion to be effective transportation would also have to be provided. Currently residents do not have access to healthy food options due to healthy food being unaffordable and a lack of transportation.
- ***Bring a dietician to speak to residents:*** Hillcrest should make a dietician available for a series of presentations about healthy food choices and how to make healthy economical meals. The presentations could be fun and offer a meal to ensure participation. Educating residents on ways they can eat healthy on a budget could improve their eating habits. Currently residents are largely misinformed about healthy consumption choices.
- ***Provide a small farmers market onsite:*** Villa Serena should provide a small farmers market onsite so that residents could purchase healthy food. A farmer's market onsite would increase residents' access to healthy food without requiring transportation and/or seniors to carry groceries a long distance. Currently seniors do not have access to healthy produce due to a lack of financial resources and a lack of transportation.
- ***Offer incentives for healthy behavior:*** Hillcrest Hospital should offer incentives to residents for practicing healthy behavior such as healthy food choices and age appropriate exercise. Incentivizing healthy behavior will increase the likelihood that seniors will strive to make healthier consumption choices and increase their exercise. Currently, residents have no incentive to practice healthy behavior and there are many barriers to residents making healthy choices such as a lack of transportation and a lack of motivation due to depression.
- ***Provide access to aqua therapy:*** Villa Serena and Hillcrest Hospital should provide residents access to aqua therapy at little or no cost because this type of therapy is beneficial for arthritis sufferers. Often seniors suffer arthritis and without relief it can be debilitating. Currently residents do not have unlimited access to aqua therapy to relieve arthritis symptoms.

- ***Increase volunteer and employment opportunities:*** Volunteer and employment opportunities should be made available to resident to keep them mentally and physically active as well as supplement the financial resources available to residents. Currently seniors do not have access to many employment options causing them to have limited financial resources.
- ***Provide incentives for volunteering:*** Hillcrest Hospital should offer the use of the cafeteria and exercise equipment in exchange for seniors volunteering at the hospital. Currently seniors do not feel they have many volunteer opportunities, access to healthy food or access to exercise equipment.
- ***Provide a free recreational center:*** An indoor/outdoor recreational center should be available for seniors free of charge to increase their participation in physical and social activities. Currently the only indoor physical activity available to residents is walking the halls of the facility.
- ***Provide recreational activities at Villa Serena:*** Villa Serena should provide recreational activities to residents to increase residents' (particularly shut-ins) level of interaction and activity. Currently residents feel the amount of activities that are available to them at Villa Serena is inadequate. Often residents are unaware of activities and when they take place.
- ***Provide transportation to external recreational activities:*** Villa Serena should provide transportation to recreational activities that take place outside the assisted living community to increase residents' level of interaction and activity. Currently the lack of transportation limits residents' access to recreation activities that take place in the larger Mayfield community.
- ***Provide opportunity to interact with animals:*** Villa Serena should work with local animal shelters and/or pet shops to bring animals to the assisted living community so that residents can interact with them. Currently it is unaffordable for many residents to own a pet and Villa Serena is not an animal friendly environment. Also, many seniors who have pets are not able to care for them properly.
- ***Increase outreach efforts:*** Villa Serena, Hillcrest Hospital and the city of Mayfield all should increase their effort to reach out to seniors and make them more aware of programs, services, prevention techniques and healthy behaviors. Currently many residents are misinformed about topics such as ways to stay healthy and their ability to use #911 ambulance services when residing at an assisted living facility.
- ***Residents take initiative:*** Residents should be actively involved in and advocating for their own well-being. Currently many residents do not take initiative to improve their own conditions.

PROBLEM IDENTIFICATION:

During the discussion group process seniors that live in an assisted living community discussed five health issues and concerns in their community. These were:

1. Lack of access to healthcare and affordable health insurance
2. Lack of transportation
3. Poor physical and behavioral health
4. Absence of recreational and employment opportunities
5. Inadequate service provision and information dissemination

LACK OF ACCESS TO HEALTHCARE AND AFFORDABLE HEALTH INSURANCE:

Seniors that live in an assisted living community indicated that health insurance was unaffordable and their access to healthcare was limited.

Contributing Factors:

- Insurance cost rise every year making it difficult to afford health insurance after retirement.
- Co-payments rise every year making it difficult to afford adequate health care after retirement.
- The hospital is understaffed resulting in poor service in a rushed environment.
- Hospital care is often expensive.
- Many seniors avoid seeking services at the hospital because they feel disrespected by staff and they are concerned about contracting hospital-acquired infections.
- Preventative care provided by wellness clinics is often unaffordable.

Mitigating Resources:

Seniors that live in an assisted living community identified the following resource in their community that they felt could help improve their access to healthcare and affordable health insurance:

- Primary doctors are good and listen to patients

Group Suggestions/Recommendations:

Seniors that live in an assisted living community offered the following as possible solutions to improve their access to healthcare and affordable health insurance:

- ***Doctors should provide house calls:*** Doctors should provide house calls to assisted living facilities to increase seniors' access to general practitioners and preventative healthcare. The provision of house call services would provide direct access to physicians without requiring transportation. Also, seniors would not be required to seek routine services in a hospital environment that they perceive contains risk of infection and disrespectful staff.

- ***Develop internships for nursing and medical students:*** Villa Serena should offer internships for nursing and medical students to provide learning experiences for students and access to group activities and health education for seniors.
- ***Pair nursing students with senior residents:*** Villa Serena should collaborate with Hillcrest Hospital and local universities to develop a program in which nursing students are paired with Villa Serena residents to provide health education and home health visits.

LACK OF TRANSPORTATION:

Seniors that live in an assisted living community indicated that their access to transportation is poor reducing their access to healthy food, healthcare services and recreational activities.

Contributing Factors:

- Seniors have to schedule transportation two weeks ahead of time which is often inconvenient and impossible.
- Seniors are compelled to rely on others for more immediate transportation needs.
- Daily transportation to Hillcrest Hospital is not available reducing access to the facilities.
- Villa Serena does not have a driver on staff making it difficult to get to and from places such as the bank and grocery store.

Mitigating Resources:

Seniors that live in an assisted living community did not identify any resources in the community that improved their access to transportation.

Group Suggestions/Recommendations:

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

- ***Provide affordable transportation to doctor appointments:*** Villa Serena and Hillcrest Hospital should work together to provide residents affordable and/or free transportation to and from medical appointments.
- ***Schedule a van with a driver to help seniors:*** Villa Serena should schedule a van and a driver that will help seniors on certain days of the week. The provision of a van would allow seniors to accomplish errands (i.e. banking and grocery shopping). The provision of a driver that will help seniors lift groceries and get in and out of the vehicle will reduce the risk of accomplishing these tasks.

- ***Provide transportation to Hillcrest Hospital daily from 3:00 to 6:00 PM:*** The hospital should provide residents transportation to get to and from the hospital each day. This would allow seniors to attend medical appointments and access the facilities that are available for their use.

POOR PHYSICAL AND BEHAVIORAL HEALTH:

Seniors that live in an assisted living community indicated they felt the physical and emotional health of residents was poor due to a lack of resources and options.

Contributing Factors:

- The diet and food choices of many residents are poor.
- Residents at Villa Serena do not have access to healthy food due to healthy food being unaffordable and a lack of transportation.
- Residents find it difficult to maintain a positive attitude due to the absence of adequate affordable supportive resources.
- Residents often feel lonely and depressed.

Mitigating Resources:

Seniors that live in an assisted living community identified the following resources in their community that they felt could help improve their physical and behavioral health:

- Low cost meals are available
- Hillcrest Hospital has plenty of food that they can get rid of from the cafeteria
- Hillcrest Hospital offers access to food they get rid of from 4:00 to 6:00 PM each day
- Hillcrest Hospital will deliver food to residents for five dollars but many residents are not aware of this service
- Ohio State University Extension has provided presentations by dieticians in the past
- Support groups that are available for seniors and their family members
- Fee for service counseling is available and often unaffordable
- Many churches offer counseling services but the lack of transportation makes it difficult to get there
- Residents are supportive of one another (e.g. residents will check on other residents they have not seen for a period of time)

Group Suggestions/Recommendations:

Seniors that live in an assisted living community offered the following as possible solutions to improve the physical and behavioral health in their community:

- ***Offer meal plans for residents:*** Villa Serena and Hillcrest Hospital should make the hospital cafeteria available to residents by structuring a meal plan. Eating in the Hillcrest Hospital cafeteria would improve the quality of food to which residents have access. However, for this suggestion to be effective transportation would also have to be provided.

- ***Bring a dietician to speak to residents:*** Hillcrest should make a dietician available for a series of presentations about healthy food choices and how to make healthy economical meals. The presentations could be fun and offer a meal to ensure participation. Educating residents on ways they can eat healthy on a budget could improve their eating habits.
- ***Provide a small farmers market onsite:*** Villa Serena should provide a small farmers market onsite so that residents could purchase healthy food. A farmer's market onsite would increase residents' access to healthy food without requiring transportation and/or seniors to carry groceries a long distance.
- ***Offer incentives for healthy behavior:*** Hillcrest Hospital should offer incentives to residents for practicing healthy behavior such as healthy food choices and age appropriate exercise. Incentivizing healthy behavior will increase the likelihood that seniors will strive to make healthier consumption choices and increase their exercise.
- ***Provide access to aqua therapy:*** Villa Serena and Hillcrest Hospital should provide residents access to aqua therapy at little or no cost because this type of therapy is beneficial for arthritis sufferers. Often seniors suffer arthritis and without relief it can be debilitating.

ABSENCE OF RECREATIONAL AND EMPLOYMENT OPPORTUNITIES:

Seniors that live in an assisted living community indicated there is an absence of recreational and employment opportunities in their community.

Contributing Factors:

- There are not enough opportunities for seniors to volunteer.
- Jobs that seniors can do are not readily available causing a dearth of financial resources.
- There are not enough physical activities available that seniors can participate in.
- Residents lack indoor activities as the only activity available inside is walking the halls.
- Residents are required to pay three hundred dollars to have a pet which is often unaffordable.
- Villa Serena does not offer a pet friendly environment and residents often are unable to properly care for a pet.

Mitigating Resources:

Seniors that live in an assisted living community identified the following resources in their community that they felt could help increase the recreational and employment activity:

- Seniors can walk for free at Lake Erie College between 10:00 AM and 2:00 PM
- There are exercise programs but there is not enough room to exercise
- A garden is available
- There is an oval seniors can walk around

- Several groups are available for seniors to participate in (e.g. YMCA's Silver Sneakers, Mayfield/Richmond Road) though awareness of these programs and transportation are often barriers to residents' participation
- Villa Serena offers Sunday church services

Group Suggestions/Recommendations:

Seniors that live in an assisted living community offered the following as possible solutions to help increase the recreational and employment activity in their community:

- ***Increase volunteer and employment opportunities:*** Volunteer and employment opportunities should be made available to resident to keep them mentally and physically active as well as supplement the financial resources available to residents.
- ***Provide incentives for volunteering:*** Hillcrest Hospital should offer the use of the cafeteria and exercise equipment in exchange for seniors volunteering at the hospital.
- ***Provide a free recreational center:*** An indoor/outdoor recreational center should be available for seniors free of charge to increase their participation in physical and social activities.
- ***Provide recreational activities at Villa Serena:*** Villa Serena should provide recreational activities to residents to increase residents' (particularly shut-ins) level of interaction and activity.
- ***Provide transportation to external recreational activities:*** Villa Serena should provide transportation to recreational activities that take place outside the assisted living community to increase residents' level of interaction and activity.
- ***Provide opportunity to interact with animals:*** Villa Serena should work with local animal shelters and/or pet shops to bring animals to the assisted living community so that residents can interact with them.

INADEQUATE SERVICE PROVISION AND INFORMATION DISSEMINATION:

Seniors that live in an assisted living community expressed concerns about inadequate service provision and information dissemination as the result of a lack of security, outreach and staffing.

Contributing Factors:

- Staffing is not adequate enough to help shut-ins so they stay in their rooms.
- There is a lack of security at Villa Serena placing residents at risk.
- Many seniors are misinformed about topics such as ways to stay healthy and the availability of 911 services while residing at the facility.
- Outreach efforts are lacking at Villa Serena.

Mitigating Resources:

Seniors that live in an assisted living community identified the following resources in their community that they felt could help improve service provision and information dissemination:

- Staff have information that they can share
- Elevators have information posted inside them
- Some residents receive information in the mail

Group Suggestions/Recommendations:

Seniors that live in an assisted living community offered the following as possible solutions to improve the provision of services and the dissemination of information in their community:

- ***Increase outreach efforts:*** Villa Serena, Hillcrest Hospital and the city of Mayfield all should increase their effort to reach out to seniors and make them more aware of programs, services, prevention techniques and healthy behaviors.
- ***Residents take initiative:*** Residents should be actively involved in and advocating for their own well-being. Currently many residents do not take initiative to improve their own conditions.

APPENDIX F:

Hillcrest Hospital Focus Group Summary -- Russian Citizen Group

RUSSIAN CITIZEN FOCUS GROUP INPUT

Community:

Hillcrest Hospital service area

INTRODUCTION:

The following qualitative data were gathered during a discussion group conducted with a target population of Russian citizens in the Hillcrest area. The target population was defined by an advisory committee of Hillcrest Hospital executive leadership. Hillcrest Hospital is a 496-bed full service 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 Temple Israel Ner Tamid. Each participant was provided an incentive of twenty-five dollars for participating. Discussion groups were conducted using a discussion guide previously created by Tripp Umbach and reviewed by Hillcrest Hospital executive leadership. The purpose of this discussion group was to identify health issues and concerns affecting Russian citizens in the Hillcrest area, as well as ways to address those concerns for this specific population.

Note: 15-20 Russian citizens were recruited and contacted by representatives of the Temple Israel Ner Tamid. Only one person participated. Further discussion with both the Russian citizen and the Temple Israel Ner Tamid's Rabbi indicated that information sharing with outside organizations and agencies is not naturally apart of their culture. Therefore, in addition to the focus group, the Rabbi was contacted for a second conversation as a follow-up to the assessment.

GROUP RECOMMENDATIONS:

The group provided many recommendations to address health issues and concerns for Russian citizens living in the Hillcrest area. Below is a brief summary of the recommendations:

- ***Increase communication and collaboration:*** Hillcrest Hospital should increase collaboration and communication with institutions and organizations that serve Russian citizens (i.e. reconnect Hillcrest Ministerial Association to the Hillcrest Hospital). Rabbis participated in the Hillcrest Ministerial Association which gave them the opportunity to inform hospital administration of the health needs of the Russian community as well as disseminate information to the community from the hospital. Currently a conduit does not exist between the community and the hospital.
- ***Employ the members of the parish that are nurses for outreach at the temple and in the community:*** Using nurses that the temple congregation and community are already familiar with for outreach programs such as screenings, health education, teaching healthy nutrition, etc. could increase the participation of Russian citizens in these programs. Nurses in the community could also serve as a conduit between the hospital and the community for health education and preventative services. Currently Russian citizens have limited access to health education,

screenings, etc. due to the lack of materials printed in Russian and/or Russian translation services.

- ***Provide temple services for hospitalized Russian patients:*** Broadcast temple services and make them available to Russian patients who are hospitalized to maintain their connection to the community. The service is not currently available to in-patient Russian citizens at Hillcrest Hospital.
- ***Hillcrest should reinstate leadership groups:*** Maintain an advisory board for Hillcrest Hospital and include Russian citizens. The former advisory board offered relevant up to date information that Rabbis then disseminated to their congregation and community. Hillcrest Hospital used to offer Russian citizens the option to participate in an advisory board setting. However, since that time Rabbis no longer participate in an advisory board and are under the impression the board has been disbanded.
- ***Hillcrest Hospital should employ part-time Russian speaking rabbis:*** Employing a part-time Russian speaking rabbi would allow Hillcrest Hospital to increase the comfort level of Russian citizens seeking medical care at the hospital by: offering translation services; providing appropriate religious comfort as well as providing an additional resource within the hospital dedicated to helping Russian citizens interact with the medical community. Currently the language barrier and the size of the hospital make it difficult for Russian citizens to seek and receive health care. Additionally, rabbis are not able to identify and provide services to Russian citizens receiving inpatient services due to the Health Insurance Portability and Accountability Act (HIPAA) regulations.

PROBLEM IDENTIFICATION:

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

1. Barriers to the provision of healthcare and health education
2. Limited information dissemination and outreach
3. Dissatisfaction with Hillcrest Hospital

BARRIERS TO THE PROVISION OF HEALTHCARE AND HEALTH EDUCATION:

Russian citizens indicated that several barriers including language, the size of the hospital and federal regulations all pose barriers to comfortably accessing healthcare and health education services in the Hillcrest area. The pervasive language barrier limits Russian speaking citizens' access to healthcare, health education, preventative services, transportation and information, as well as reduces participation in community outreach efforts and limits mobility outside of the community.

Contributing Factors:

- Russian speaking citizens require Russian translation services every time they interface with the medical community (i.e. scheduling and attending medical appointments, receiving home health services, etc.).
- Russian speaking citizens often have to ask a bi-lingual person to accompany them to medical appointments to translate because Russian translation services are not readily available.
- Some of the major health issues in the Russian community are obesity and type II diabetes which require both medical treatment and prevention education.
- In general, resources such as materials written in Russian and translation services are not readily available outside the Russian community.
- Rabbis have not been able to identify and provide services to Russian inpatients at Hillcrest Hospital since HIPAA took effect.
- Hillcrest hospital has grown so large that seeking health services has become an overwhelming experience.

Mitigating Resources:

Russian citizens identified the following resources in their community that they felt could help remove some of the barriers they face when seeking healthcare and health education:

- Russian speaking nurses are available at Hillcrest but providing translation services is not an expressed duty
- Metro provides a translator upon request to schedule appointments
- Russian newspapers publish information regarding the availability of Russian speaking physicians
- There are a lot of exercise resources available in the community
- There are Russian transportation companies and home health transportation providers
- Rabbis are willing to reach out to hospitalized patients from the Russian community
- There are enough physicians and specialist available allowing residents to stay in their community for health services

Group Suggestions/Recommendations:

Russian citizens offered the following as possible solutions to remove some of the barriers they face when seeking healthcare and health education:

- ***Increase communication and collaboration:*** Hillcrest Hospital should increase collaboration and communication with institutions and organizations that serve Russian citizens (i.e. reconnect Hillcrest Ministerial Association to the Hillcrest Hospital). Rabbis participated in the Hillcrest Ministerial Association which gave them the opportunity to inform hospital administration of the health needs of the Russian community as well as disseminate information to the community from the hospital.

- ***Employ the members of the parish that are nurses for outreach at the temple and in the community:*** Using nurses that the temple congregation and community are already familiar with for outreach programs such as screenings, health education, teaching healthy nutrition, etc. could increase the participation of Russian citizens in these programs. Nurses in the community could also serve as a conduit between the hospital and the community for health education and preventative services.
- ***Hillcrest Hospital should employ part-time Russian speaking rabbis:*** Employing a part-time Russian speaking rabbi would allow Hillcrest Hospital to increase the comfort level of Russian citizens seeking medical care at the hospital by: offering translation services; providing appropriate religious comfort as well as providing an additional resource within the hospital dedicated to helping Russian citizens interact with the medical community.

LIMITED INFORMATION DISSEMINATION AND OUTREACH:

Russian citizens indicated that widely used methods of information dissemination and outreach are not effective within the Russian community causing a lack of awareness among residents.

Contributing Factors:

- There is a concentration of Russian speaking citizens in the Hillcrest area.
- Information is primarily disseminated by word of mouth within the Russian community.
- Most institutions and organizations outside the Russian community disseminate information using the English language (i.e. health related materials, calendars of community events, outreach services, etc.).
- The temple does not directly reach the older Russian population because they are typically not religious.
- The younger Russian population with children can be reached through the temple but it is difficult to get them to temple due to religious beliefs.
- It is believed that the Hillcrest Hospital advisory committee does not meet anymore causing a disconnection between the hospital and the Russian community as well as reducing the amount of information the temple has to share with the congregation and the community.

Mitigating Resources:

Russian citizens identified the following resources in their community that they felt could help improve the dissemination of information and outreach efforts:

- Hillcrest sends flyers to the temple which are shared with the congregation and community
- Russian newspapers publish information regarding the availability of Russian speaking physicians
- Hillcrest has attempted to reach out to the Russian community (i.e. flyers have been sent home with children in the past)
- Mayfield Heights overall is a good community with good schools, and connectivity

Group Suggestions/Recommendations:

Russian citizens offered the following as possible solutions to improve the dissemination of information and outreach efforts in their community:

- ***Increase communication and collaboration:*** Hillcrest Hospital should increase collaboration and communication with institutions and organizations that serve Russian citizens (i.e. reconnect Hillcrest Ministerial Association to the Hillcrest Hospital). Rabbis participated in the Hillcrest Ministerial Association which gave them the opportunity to inform hospital administration of the health needs of the Russian community as well as disseminate information to the community from the hospital.
- ***Employ the members of the parish that are nurses for outreach at the temple and in the community:*** Using nurses that the temple congregation and community are already familiar with for outreach programs such as screenings, health education, teaching healthy nutrition, etc. could increase the participation of Russian citizens in these programs. Nurses in the community could also serve as a conduit between the hospital and the community for health education and preventative services.
- ***Hillcrest should reinstate leadership groups:*** Maintain an advisory board for Hillcrest Hospital and include Russian citizens. The former advisory board offered relevant up to date information that Rabbis then disseminated to their congregation and community. Hillcrest Hospital used to offer Russian citizens the option to participate in an advisory board setting. However, since that time Rabbis no longer participate in an advisory board and are under the impression the board has been disbanded.

DISSATISFACTION WITH HILLCREST HOSPITAL:

Russian citizens expressed dissatisfaction with Hillcrest Hospital due to the growing size of the hospital.

Contributing Factors:

- Hillcrest Hospital has grown so large that seeking health services has become an overwhelming experience.
- The expansion of Hillcrest Hospital has significantly reduced the amount of available green space.

Mitigating Resources:

Russian citizens identified the following facets of Hillcrest Hospital that they are satisfied with:

- The children's pediatric services are a great aspect

Group Suggestions/Recommendations:

Russian citizens offered the following as a possible solution to improve their satisfaction with Hillcrest Hospital:

- ***Provide temple services for hospitalized Russian patients:*** Broadcast temple services and make them available to Russian patients who are hospitalized to maintain their connection to the community. The service is not currently available to in-patient Russian citizens at Hillcrest Hospital.

APPENDIX G:

Hillcrest Hospital Community Inventory of Community Resources

Tripp Umbach completed an inventory of community resources available in the Hillcrest 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 Hillcrest Hospital community (44022, 44040, 44118, 44121, 44122, 44124, 44139, 44143, 44146, 44021, 44023, 44024, 44026, 44046, 44065, 44072, 44095, 44077, 44094, 44092, 44060, 44255, 44202, 44087, 44067, and 44056) more than 85 community resources were identified with the capacity to meet the three community health needs identified in the Hillcrest Hospital CHNA. (Please refer to the Community Health Needs Assessment Report to review the detailed community needs.)

An inventory of the resources in the Hillcrest 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 HILLCREST HOSPITAL CHNA																				
Organization/Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	AFFORDABLE HEALTHCARE FOR UNDERINSURED/UNINSURED	ACCESS TO HEALTH CARE AND AFFORDABLE HEALTH INSURANCE	Primary Care	Preventive Care	Health Insurance	Translation Services	COORDINATION OF HEALTH CARE SERVICES AND OUTREACH	Collaboration	Outreach / Prevention Education	Patient Navigation	ENHANCE HEALTHY LIFESTYLES FOR SENIORS	Transportation for health care services	Access to wellness facilities	Affordable healthy food choices	Employment / volunteer opportunities
211 / FIRST CALL FOR HELP	Summit	703 South Main Street, Suite 211, Akron, OH 44311 ~(888)212-5041 ~ www.211summit.org	More Information	No restrictions	Offers 24-hour telephone information about health and human services in Summit 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					
211 / FIRST CALL FOR HELP	Portage	211 Portage, 218 W. Main Street, Ravenna, OH 44266 ~ (330)297-1424 ext. 119 ~www.uwportage.org	More Information	No restrictions	Offers 24-hour telephone information about health and human services in Portage 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					
211 / FIRST CALL FOR HELP	Lake	9285 Progress Parkway, Mentor, OH 44060 ~www.uwlc.org	More Information	No restrictions	Call 2-1-1 for information about health and human services, community resources, and government programs available							*	X		X					
211 / FIRST CALL FOR HELP - CLEVELAND	Cuyahoga, Geauga	1331 Euclid Ave. Cleveland, OH 44115 ~ (216)436-2000 ~ www.211cleveland.org	More Information	No restrictions	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					
AKRON CHILDREN'S AT TRIPOINT	Lake	7590 Auburn Road, Suite 214, Concord, OH 44077 ~(330)543-8050	More Information	Juveniles	Pediatric cardiology and neurology services.		*	X				*			X					
AKRON CHILDREN'S HOSPITAL PEDIATRICS – SOLON	Cuyahoga	34125 Solon Road, Solon , OH 44139 ~(440)349-0067	More Information	Juveniles	Pediatric primary, preventive, emergency and specialty medical care.	*	*	X	X		X	*		X	X					

Organization/Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	AFFORDABLE HEALTHCARE FOR UNDERINSURED/UNINSURED	ACCESS TO HEALTH CARE AND AFFORDABLE HEALTH INSURANCE	Primary Care	Preventive Care	Health Insurance	Translation Services	COORDINATION OF HEALTH CARE SERVICES AND OUTREACH	Collaboration	Outreach / Prevention Education	Patient Navigation	ENHANCE HEALTHY LIFESTYLES FOR SENIORS	Transportation for health care services	Access to wellness facilities	Affordable healthy food choices	Employment / volunteer opportunities
AKRON CHILDREN'S HOSPITAL PEDIATRICS – TWINSBURG	Summit	8054 Darrow Road, Suite 3 Twinsburg, OH 44087 ~ (330)425-3344	More Information	Juveniles	Pediatric primary, preventive, emergency and specialty medical care.	*	*	X	X		X	*		X	X					
AKRON SUMMIT COMMUNITY ACTION, INC	Summit	55 E. Mill Street, Akron, OH 44309-2000 ~ (330)376-7730 ~ www.ascainc.org/about.html	More Information	Summit County residents	Food bank, dental care, eye care, prevention education, shelter and referrals.	*	*		X			*		X	X	*			X	
AURORA SENIOR ACTIVITY CENTER	Portage	129 West Pioneer Trail, Aurora, OH 44202 ~ (330)995-9148 ~ www.auroraoh.com	More Information	Seniors 55+	Provides recreational, social and physical activities, van service, a free newsletter, meals on wheels, screenings, education, volunteer opportunities and a senior center with wellness activities, exercise classes and social opportunities.		*		X			*		X	X	*	X	X	X	X
BAINBRIDGE URGENT CARE CENTER	Geauga	17747 Chillicothe Rd #100, Bainbridge, OH 44023 ~ (440)543-8855	More Information	No restrictions	Provides urgent care for many non-life-threatening emergencies.		*	X	X			*			X					
BEACHWOOD FHC	Lake, Geauga, Summit, Portage and Cuyahoga	26900 Cedar Road, Beachwood, OH 44112 ~ (216)839-3000	More Information	No restrictions	Full-service hospital with primary and preventive care, including Women's Health, and Pediatric health, etc.		*	X	X			*		X	X					
BEDFORD HEIGHTS SENIOR SERVICES AND DISABILITIES DIV.	Cuyahoga	Jimmy Dimora Community Center, 5615 Perkins Rd. Bedford Hts., OH 44146 ~ www.bedfordheights.gov	More Information	Seniors 60+ and persons with disabilities	Provides recreational, social and physical activities, van service, a free newsletter, meals on wheels, screenings, education, volunteer opportunities and a senior center with wellness activities, exercise classes and social opportunities.	*	*	X	X			*		X	X	*	X	X	X	X
BEECHWOOD COMMUNITY CENTER	Cuyahoga	25325 Fairmount Boulevard, Beachwood, OH 44122 ~ (216)292-1970 ~ recreation@beachwoodohio.com	More Information	Beachwood Residents of all ages	Provides recreational, social and physical activities, van service, a free newsletter, meals on wheels, screenings, education, volunteer opportunities and a senior center with wellness activities, exercise classes and social opportunities.		*		X			*		X	X	*	X	X	X	X
CENTER OF HOPE & CHRISTIAN CUPBOARD	Portage	1034 West Main Street, Ravenna, OH 44266-2708 ~ (330)297-5454	More Information	Residents of Ravenna City, Ravenna Township, Charlestown, Diamond, Edinburg, Palmyra and Rootstown	Provides daily hot meals and food pantry assistance.											*			X	
CHAGRIN FALLS PARK COMMUNITY CENTER	Geauga	7060 Woodland Ave., Bainbridge Twp., OH 44023 ~ (440)279-2130 ~ www.co.geauga.oh.us/departments/aging.htm	More Information	Seniors 60+ and persons with disabilities and residents of all ages	Advocates, plans, coordinates, and delivers needed services to enhance the quality of life for Geauga County's residents. Services include adult day care, emergency respite care, home maintenance, chore services, wellness programming, companionship, escorts, home-delivered meals, outreach, and other supportive services. Prevention education, youth programming and outreach is available to all residents	*	*		X			*		X	X	*	X	X	X	X
CLEVELAND HEIGHTS OFFICE ON AGING	Cuyahoga	1 Monticello Blvd., Cleveland Heights, OH 44118 ~ (216)691-7377 ~ www.clevelandheights.com	More Information	Seniors 60+	Provides van service, a free newsletter, meals on wheels, screenings, education, volunteer and employment opportunities and a senior center with wellness activities, exercise classes and social opportunities.	*	*	X	X			*		X	X	*	X	X	X	X

Organization/Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	AFFORDABLE HEALTHCARE FOR UNDERINSURED/UNINSURED	ACCESS TO HEALTH CARE AND AFFORDABLE HEALTH INSURANCE	Primary Care	Preventive Care	Health Insurance	Translation Services	COORDINATION OF HEALTH CARE SERVICES AND OUTREACH	Collaboration	Outreach / Prevention Education	Patient Navigation	ENHANCE HEALTHY LIFESTYLES FOR SENIORS	Transportation for health care services	Access to wellness facilities	Affordable healthy food choices	Employment / volunteer opportunities
COUNTY DEPARTMENT OF JOB AND FAMILY SERVICES	Cuyahoga	12480 Ravenwood Drive, P.O. Box 309, Chardon, OH 44024-9009 ~ (440)285-9141 ~ (800)209-7590 ~ www.geaugajfs.org	More Information	Cuyahoga County Residents	Provides access to federal, state and county benefits, such as unemployment services, child protection, adoption, food assistance, fostercare, healthcare, etc.	*	*			X		*	X	X	X	*			X	X
CUYAHOGA COMMUNITY COLLEGE EASTERN CAMPUS	Cuyahoga	4250 Richmond Rd., Highland Hills, OH 44122 ~ (216)987-3555	More Information	Age restrictions for specific services	Provides a variety of health services done by students who are supervised by professionals. Services include preventive blood pressure, cholesterol, and glucose screenings, eye glasses (including repairs and adjustments), and physical and occupational therapy services.	*	*	X	X			*		X	X					
CUYAHOGA COUNTY BOARD OF HEALTH	Cuyahoga	1341 Parkview Dr., Lyndhurst, 44124 ~ (216)201-2001 ~ ccbh.net/ccbh/opencms/CCBH	More Information	No restrictions	Immunizations, prevention education, outreach, and screening.	*	*	X	X			*		X	X					
CVS MINUTECLINIC	Lake, Geauga, Summit, Portage and Cuyahoga	Chagrin Falls, Twinsburg, Woodmere, Solon, Willoughby, OH ~ www.minuteclinic.com	More Information	18 month +	Walk-in clinic services to patients.		*	X	X			*			X					
DIABETES PARTNERSHIP OF CLEVELAND	Cuyahoga, Lake, Lorain, Geauga, Portage, Summit	3601 S Green Rd. #100 Beachwood, OH 44122 ~ (216)591-0800 ~ 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					
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					
DROST FAMILY CENTER	Lake, Cuyahoga, Geauga, Portage, Summit	24075 Commerce Park Rd., Beachwood, OH 44122 ~ (216)504-2608 ~ www.jfsa-cleveland.org	More Information	Russian-speaking Seniors 60+	Provides assistance with preparing for citizenship tests for older adults who are Russian-speaking. Also provides help with navigating local social service systems for this population.		*	X		X		*		X	X	*		X	X	X
EMERGENCY FOOD LINE	Summit	703 South Main Street, Suite 211, Akron, OH 44311 ~ (888)212-5041 ~ www.infolineinc.org	More Information	Residents of Summit County	Provides referrals to area food pantries for individuals and families in need of a 3-day emergency supply of food or baby formula and diapers. Callers may receive emergency food assistance up to 6 times per year (no more than 1 referral per month); assistance with diapers is available one time per 12-month period.											*			X	
FAITH FILLED TRANSPORTATION	Cuyahoga	4022 Stillmore Rd., Cleveland, OH 44121 ~ (216)382-5075	N/A	N/A	Transportation											*	X			
FAMILY AND COMMUNITY SERVICES, INC	Portage	705 Oakwood Street, Suite 221, Ravenna, OH 44266 ~ (330)297-7027 ~ www.portagefamilies.org	More Information	Portage County residents	Food bank, Hot meals, Clothing, Shelter, Prescription assistance, Health education, mental health services, Referrals, Senior services, Senior centers, Youth services and Family support services.	*	*	X				*	X	X	X	*	X	X	X	X

Organization/Provider	Counties Served	Contact Information	Internet Information	Population Served	Services Provided	AFFORDABLE HEALTHCARE FOR UNDERINSURED/UNINSURED	ACCESS TO HEALTH CARE AND AFFORDABLE HEALTH INSURANCE	Primary Care	Preventive Care	Health Insurance	Translation Services	COORDINATION OF HEALTH CARE SERVICES AND OUTREACH	Collaboration	Outreach / Prevention Education	Patient Navigation	ENHANCE HEALTHY LIFESTYLES FOR SENIORS	Transportation for health care services	Access to wellness facilities	Affordable healthy food choices	Employment / volunteer opportunities
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			
GEAUGA COUNTY DEPARTMENT ON AGING	Gauga	12555 Ravenwood Dr., Chardon, OH 44024 ~(440)285-2222 ~ www.co.geauga.oh.us	More Information	Seniors 60+	Provides transit vouchers, a free monthly newsletter, meals on wheels, screenings, education, volunteer and employment opportunities and a senior center with wellness activities.	*	*	X	X			*		X	X	*	X	X	X	X
GEAUGA COUNTY GENERAL HEALTH DISTRICT	Gauga	470 Center St. Bldg. 8, Chardon, OH 44024 ~(440)279-1950 ~ www.geaugacountyhealth.org	More Information	Adults 18+	Provides a walk-in clinic for blood pressure screening, tuberculosis (TB) skin tests, lead testing for children, free pregnancy tests and vaccinations or shots for: Adult Tetanus/Diphtheria (Td), Measles, Mumps, Rubella, Hepatitis A & B, Pneumonia, Pertussis (Whooping Cough), Meningitis, and Rabies. Also provides HPV vaccination.	*	*	X	X			*		X	X					
GEAUGA COUNTY TRANSIT	Gauga	12555 Merritt Rd., Chardon, OH 44024 ~ (888)287-7190 ~ www.geaugatransit.org	More Information	Gauga County Residents	Public transit service for Geauga County.											*	X			
GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY	Cuyahoga County with connections to other counties	1240 West 6th St., 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	5398 1/2 Northfield Rd., Maple Hts., OH 44137 ~(216)987-8433 ~ employment.cuyahogacounty.us	More Information	No restrictions	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					
HEALTHY HOMECARE TRANSPORTATION	Lake	290257 Chardon Rd., Wickliffe, OH 44092 ~(216)310-0815	N/A	No restrictions	Medical transportation											*	X			
HILLCREST HOSPITAL	Lake, Geauga, Summit, Portage and Cuyahoga	6780 Mayfield Rd., Mayfield Heights, OH 44124 ~(440)312-4500 ~ www.hillcresthospital.org/	More Information	No restrictions	Full-service hospital with primary, preventive and emergency medical care, Level II Trauma Center, cardiovascular services, Cancer Center, Pediatric Emergency Department, Pain management, Women's Health, and Pediatric health, etc.		*	X	X			*		X	X					
INTERNATIONAL SERVICES CENTER	Lake, Cuyahoga, Geauga, Portage, Summit	815 Superior Ave. Suite 100, Cleveland, OH 44113 ~(216)781-4560 ~www.internationalservicescenter.org	More Information	No restrictions	Translation services for 50 languages.		*				X									
KENT SOCIAL SERVICES	Portage	1066 S. Water St., Kent, OH 44240-3840 ~ (330)673-6963	More Information	Residents of Kent, Brady Lake and Franklin Township	Provides daily hot meals and food pantry assistance.											*			X	
LAKE COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Lake	8121 Deepwood Blvd., Mentor, OH 44060 ~(440)918-5190 ~ www.lakemrdd.org	More Information	Seniors 55+	Offers a senior center and recreational and leisure activities for older adults with developmental disabilities.							*		X	X	*	X	X		X

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LAKE COUNTY FREE CLINIC	Lake, Geauga, Ashtabula, and eastern parts of Cuyahoga County	54 S State St. Rm. 302, Painesville, OH 44077 ~ (440)352-8686 ~ www.lakefreeclinic.org	More Information	Under/Uninsured	Provides diagnosis and treatment of short-term illnesses and basic medical needs. Offers limited treatment for chronic conditions such as arthritis, hypertension, thyroid, and diabetes. Provides routine physicals for work, school, sports, and Headstart. Will perform reduced cost laboratory work on an outpatient basis for those who have a requisition order and pediatric and adult dental services.	*	*	X	X		X	*		X	X					
LAKE HEALTH SYSTEM CHARDON CAMPUS	Geauga	510 Fifth Ave., Chardon, OH 44024 ~ (440)286-8908	More Information	No restrictions	Provides urgent care for many non-life-threatening emergencies.		*	X	X			*			X					
LAKE HEALTH SYSTEM PAINESVILLE QUICK CARE CENTER,	Lake	74 South Park Place, Painesville, OH 44077 ~ (440)354-3887	More Information	No restrictions	Provides urgent care for many non-life-threatening emergencies.		*	X	X			*			X					
LAKE HEALTH SYSTEM TYLER URGENT CARE CLINIC	Portage	7956 Tyler Blvd., Mentor, OH 44060 ~ (440)255-6400	More Information	No restrictions	Provides urgent care for many non-life-threatening emergencies.		*	X	X			*			X					
LAKE WEST HOSPITAL	Lake, Geauga, Summit, Portage and Cuyahoga	36000 Euclid Ave., Willoughby, OH 44094-4662 ~ (440)953-9600	More Information	No restrictions	Full-service hospital with primary, preventive and emergency medical care, women's health, pediatric health and geriatric psychiatry, etc.		*	X	X			*		X						
LAKETRAN	Lake	555 Lakeshore Blvd., Painesville Township, OH 44077 ~ (888)LAKETRAN ~ www.laketrans.com	More Information	Lake County Residents	Public transit service for Lake County.											*	X			
LIFELINE INC	Lake	54 S. State Street #309, Painesville, OH 44077 ~ (440)354-2148 ~ www.lclifeline.org/index.html	More Information	Lake County Residents	Prescription assistance, eye care, referrals for medication and prevention education.	*	*		X			*		X	X					
MAYFIELD CITY SCHOOL DISTRICT	Cuyahoga	211 Alpha Dr., Mayfield Village, OH 44143 ~ (440)995-7600 ~ www.mayfieldschools.org	More Information	Residents (age restrictions may apply)	Provides a wide variety of personal enrichment classes for children and adults of all ages. Offerings include, but are not limited to, arts and crafts, business and financial management, computers, cooking, dance, fitness, tai-chi, yoga, health awareness, meditation, gardening, foreign languages, travel, self-defense, photography, babysitting classes, acting, car care, college preparation and job search strategies.							*		X						
MAYFIELD HEIGHTS DEPARTMENT OF HUMAN SERVICES	Cuyahoga	6154 Mayfield Rd., Mayfield Heights, OH 44124 ~ (440)442-2626	More Information	Seniors 60 +	Transportation, Social work and out reach services.							*		X	X	*	X	X	X	X
MEAL CALL.ORG	State	www.mealcall.org	More Information	No restrictions	Provides information about meals on wheels programs through out Ohio.							*	X	X		*				X
MENTOR CAMPUS	Portage	9485 Mentor Ave., Mentor, OH 44060-4554 ~ (440)974-6800	More Information	No restrictions	Full-service medical facility with primary and preventive medical services.		*	X	X			*		X	X					
METRO HEALTH BUCKEYE HEALTH CENTER	Cuyahoga	2500 MetroHealth Dr., Cleveland, OH 44109 ~ (216)778-7800	More Information	Females	Women's wellness services, reproductive health services and prevention screening and education.	*	*	X	X			*		X	X					
METROHEALTH BEACHWOOD HEALTH CENTER	Cuyahoga	3609 Park East Drive, Suite 300, North Building Beachwood, OH 44122	More Information	No restrictions	Primary, preventive and emergency medical care for adults and children.	*	*	X	X			*		X	X					

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MIDDLEFIELD SENIOR CENTER	Geauga	15820 Ridgewood Dr., Middlefield, OH 44062 ~ (440)632-0611	More Information	Residents, Seniors 60 +	Advocates, plans, coordinates, and delivers needed services to enhance the quality of life for Geauga County's residents. Services include adult day care, emergency respite care, home maintenance, chore services, wellness programming, companionship, escorts, home-delivered meals, outreach, and other supportive services. Prevention education, youth programming and outreach is available to all residents.	*	*	X	X			*		X	X	*	X	X	X	X
MONTEFIORE	Cuyahoga	One David N. Myers Pkwy., Beachwood, OH 44122 ~ (216)910-2471 ~ www.montefiorecare.org	More Information	Seniors 60 +	Provides a comprehensive system of health care services for older adults. Services include post-hospital skilled stay, long-term residential care, dementia care, home health care, outpatient rehabilitation, hospice and palliative care, support groups, and assisted living rehab therapy and memory-care at The Weils.	*	*	X	X			*		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					
OAKWOOD GOLDEN AGE CENTER	Cuyahoga	23035 Broadway Ave., Oakwood, OH 44146 ~ (440)232-9907 ~ www.gacgc.org/Centers/Oakwood.htm	More Information	Seniors	Provides recreational, social and physical activities, van service, a free newsletter, meals on wheels, screenings, education, volunteer opportunities and a senior center with wellness activities, exercise classes and social opportunities.		*	X	X			*		X	X	*	X	X	X	X
PLANET MEDICAL TRANSPORTATION	Cuyahoga, Lake and Geauga	P.O. Box 18215, Cleveland Heights, OH 44118 ~ (216)381-5858	More Information	No restrictions	Provides medical transportation and translation services (fee for services).		*				X					*	X			
PLANNED PARENTHOOD OF NORTHEAST OHIO-BEDFORD CENTER	Cuyahoga	19550 Rockside Rd., Bedford, OH 44146 ~ (440)232-8381 ~ www.plannedparenthood.org/cleveland	More Information	No restrictions	Reproductive healthcare services.	*	*	X	X		X	*		X	X					
PLANNED PARENTHOOD OF NORTHEAST OHIO-SOLON EXPRESS CENTER	Cuyahoga	33790 Bainbridge Rd. Ste. 101, Solon, OH 44139 ~ www.plannedparenthood.org/cleveland	More Information	No restrictions	Reproductive healthcare services.	*	*	X	X		X	*		X	X					

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PORTAGE COUNTY HEALTH DISTRICT	Portage	449 S. Meridian St., 3rd Floor, Portage County Admin. Bldg., Ravenna, OH 44266 ~ (330)296-9919 ~ www.co.portage.oh.us/healthdepartment.htm	More Information	All residents of Portage County	Control of Communicable Diseases, Tuberculosis Control, Immunization Clinics, Rabies Control by monitoring all animal bites, Coordination of School Nurse Program, High Blood Pressure Detection, Health Risk Reduction Programs, Health Aspects of Major Disasters, Preventive Health and Exercise Programs, Paternity Blood Draws, Wellness Assessment, Medical Reserve Corp Coordination.	*	*	X	X			*		X	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					
ROBINSON MEMORIAL HOSPITAL	Portage	6847 N. Chestnut St., Ravenna, OH 44266 ~ (330)297-0811 ~ www.robinsonmemorial.org	More Information	All residents of Portage County	Full-service hospital with primary, preventive and emergency medical care.		*	X	X		X	*		X	X	*				X
ROSS C. DEJOHN COMMUNITY CENTER	Cuyahoga	6306 Marsol Rd., Cleveland, OH 44124 ~ (440)442-0919	More Information	Mayfield Residents of all ages	Provides recreational, social and physical activities, health screenings, prevention education, transportation, meals and volunteer activities.		*	X	X			*		X	X	*	X	X	X	X
SAGAMORE HILLS MEDICAL CENTER	Cuyahoga	863 West Aurora Rd., Sagamore Hills, OH 44067 ~ (330)468-0190	More Information	No restrictions	Satellite facility for South Pointe Hospital provides emergency, primary, and preventive care including Cardiac Rehab, Diabetes Education, Laboratory Testing, Occupational Medicine, Radiology and Imaging, Rehabilitation Therapies		*	X	X			*		X	X					
SCHNURMANN HOUSE	Cuyahoga	1223 Drury Court, Mayfield Heights, OH 44124 ~ (440)461-4588	More Information	Seniors	Modern, low-rent apartments with fully equipped kitchens, Ample outdoor parking; garage space upon availability, Campus mini-bus for shopping or medical appointments, Professional social service assistance to obtain services from community agencies as needed, Volunteer opportunities, On site beauty shop, On site laundry facilities, In-house cable TV, Social Center for activities and programs, Individual storage lockers, and Nutritious meals.							*		X	X	*	X	X	X	X
SENIOR FARMERS MARKET NUTRITION PROGRAM	All Counties	(800)266-4346 ~www.aging.ohio.gov/services/seniorfarmersmarketnutritionprogram	More Information	Low-income Seniors 60+	Coupons issued for the purchase of fruits, vegetables, herbs and honey at the farmers market June-October.											*			X	
SOLON DEPARTMENT OF SENIOR SERVICES	Cuyahoga	3500 Portz Pkwy., Solon, OH 44139 ~ (440)349-6363 ~ www.solonohio.org	More Information	Resident Seniors 60+ of Solon	Provides recreational, social and physical activities, van service, a free newsletter, meals on wheels, screenings, education, volunteer opportunities and a senior center with wellness activities, exercise classes and social opportunities.	*	*	X	X			*		X	X	*	X	X	X	X

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SOUTHWEST GENERAL COMMUNITY OUTREACH WELLNESS CLINIC	Cuyahoga	7390 Old Oak Blvd., Middleburg Hts., OH 44130 ~(440)816-4044 ~ www.swgeneral.com	More Information	Adults 18+	Provides health information and health screenings, answers general health questions, and offers presentations on a variety of health issues. Screenings available vary with location and time of year, but may include cholesterol, glucose, blood pressure, body fat composition, osteoporosis, depression, pulmonary function, colorectal cancer, breast exams, and others.	*	*	X				*		X		*		X		
SPEEDWAY MEDICAL TRANSPORTATION	Lake	27645 Bishop Park Dr., Willoughby Hills, OH 44092 ~ (440)347-9941	N/A	No restrictions	Medical transportation											*	X			
ST. VINCENT CHARITY	Cuyahoga	2351 East 22nd St., Cleveland, OH 44115 ~ (216)861-6200 ~ www.stvincentcharity.com	More Information	No restrictions	Full-service hospital with primary, preventive and emergency medical care.	*	*	X	X		X	*		X	X					
SUMMIT COUNTY HEALTH DISTRICT	Summit	1100 Graham Road Circle, Stow, OH 44224-2992 ~ (877)687-0002	More Information	All residents of Summit County	Coordinates Access to Care, a volunteer-based health care referral system that matches eligible uninsured persons with a primary care physician who will provide regular care and referrals for specialty and other medical care services, including limited pharmaceutical assistance, Primary, Preventive and Dental health care.	*	*	X	X			*		X	X					
THE FAMILY PLANNING ASSOCIATION OF NORTHEAST OHIO, INC. COMMUNITY OUTREACH	Lake, Geauga, and Ashatabula Counties	54 S State St., Painesville, OH 44077 ~ (800)246-1645 ~ www.fpaneo.org	More Information	No restrictions	Reproductive health care services	*	*	X	X		X									
THOMPSON SENIOR CENTER	Gauga	8091 Plank Rd., Thompson Twp., OH 44086 ~ (440)279-2130	More Information	Seniors 60+ and persons with disabilities	Advocates, plans, coordinates, and delivers needed services to enhance the quality of life for Geauga County's seniors. Services include adult day care, emergency respite care, home maintenance, chore services, wellness programming, companionship, escorts, home-delivered meals, outreach, and other supportive services.	*	*		X			*		X	X	*	X	X	X	X
TRI-CITY CONSORTIUM ON AGING	Cuyahoga	1370 Victory Dr., South Euclid, OH 44121 ~ (216)291-3902 ~ www.tri-cityseniors.org	More Information	Older adult residents and their caregivers in South Euclid, Lyndhurst and Highland Heights.	Plans, coordinates, and provides meals, social and educational activities, wellness activities, transportation, and other supportive services.	*	*	X	X			*	X	X	X	*	X	X	X	X
TRIPOINT MEDICAL CENTER	Lake	7590 Auburn Rd., Concord, OH 44077 ~ (440)375-8100	More Information	No restrictions	Full-service hospital with primary, preventive and emergency medical care.		*	X	X			*			X					
TWINSBURG FHC	Summit	8701 Darrow Rd., Twinsburg, OH 44087 ~ (330)888-4000	More Information	No restrictions	Full-service facility with primary, preventive and emergency medical care.		*	X	X			*		X	X					
TWINSBURG FITNESS CENTER	Summit	10260 Ravenna Rd., Twinsburg, OH 44087 ~ (330)405-5757 ~ www.mytwinsburg.com	More Information	No restrictions	Provides physical activities, exercise equipment, classes and education.							*		X		*		X		
TWINSBURG SENIOR CENTER	Summit	10260 Ravenna Rd., Twinsburg, OH 44087 ~ (800)852-6325 ~ www.mobilemealsinc.org	More Information	Seniors 55+	Provides recreational, social and physical activities, van service, a free newsletter, meals on wheels, screenings, education, volunteer opportunities and a senior center with wellness activities, exercise classes and social opportunities.		*	X	X			*		X	X	*	X	X	X	X

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UNITED WAY SENIOR INFO LINE	Summit	703 South Main Street, Suite 211, Akron, OH 44311 ~ (888)212-5041 ~ www.infolineinc.org	More Information	No restrictions	Provides information and referral, including uninsured, low-income residents to access free and low-cost prescription medications, an emergency response monitoring service.							*		X	X					
UNIVERSITY HEIGHTS COMMUNITY GARDENING	Cuyahoga	Taylor Road Learning Garden, 2300 Warrensville Center Rd., University Heights, OH 44118 ~ www.uhgardens.org/cityinfo	More Information	No restrictions	Residents can participate in gardening activities and harvest fresh produce year round.											*			X	X
UNIVERSITY HOSPITAL AHUJA	Cuyahoga	3999 Richmond Rd., Beachwood, OH 44122 ~ (216)593-5500	More Information	No restrictions	Full-service hospital with primary, preventive and emergency medical care.		*	X	X			*			X					
UNIVERSITY HOSPITAL CHAGRIN HIGHLANDS MEDICAL CENTER	Cuyahoga	3909 Orange Place, Orange Village, OH 44122 ~ (216)896-1700	More Information	No restrictions	Full-service facility with primary and preventive and urgent care medical care, including Women's Health, and Pediatric health, etc.		*	X	X			*		X	X					
UNIVERSITY HOSPITAL CONCORD HEALTH CARE	Cuyahoga	7500 Auburn Rd., Concord Twp, OH 44077 ~ (440)358-0400	More Information	No restrictions	Provides primary and specialty care for adults and children.		*	X	X			*		X	X					
UNIVERSITY HOSPITAL LANDERBROOK HEALTH CENTER	Cuyahoga	5850 Landerbrook Dr., Mayfield Heights, OH 44124 ~ (440)646-2626	More Information	No restrictions	Provides outpatient medical services for adult and pediatric primary and specialty care.		*	X				*		X	X					
UNIVERSITY HOSPITAL MAYFIELD VILLAGE HEALTH CENTER	Cuyahoga	730 Som Center Rd., Mayfield Heights, OH 44143 ~ (866)844-2273	More Information	No restrictions	Provides Adult primary and specialty medical care.		*	X				*			X					
UNIVERSITY HOSPITAL MENTOR MEDICAL CENTER	Portage	9000 Mentor Ave., Mentor, OH 44060 ~ (440)255-0800	More Information	No restrictions	Full-service facility with primary, preventive and urgent care, including Women's Health, and Pediatric health, etc.		*	X	X			*		X	X					
UNIVERSITY HOSPITAL RICHMOND	Cuyahoga	27100 Chardon Rd., Richmond Heights, OH 44143 ~ (440)585-6500	More Information	No restrictions	Full-service hospital with primary, preventive and emergency medical care.		*	X	X			*			X					
UNIVERSITY HOSPITAL SUBURBAN	Cuyahoga	1611 South Green Rd., South Euclid, OH 44121 ~ (216)382-9492	More Information	No restrictions	Provides outpatient medical services for adult and pediatric primary and specialty care.		*	X	X			*			X					
UNIVERSITY HOSPITAL TWINSBURG	Summit	8819 Commons Blvd., Twinsburg, OH 44087 ~ (330)486-9600	More Information	No restrictions	Full-service facility with primary and preventive, emergency and urgent care medical care, including Women's Health, and Pediatric health,		*	X	X			*		X	X					
UNIVERSITY HOSPITALS GEauga	Geauga	13207 Ravenna Rd., Chardon, OH 44024 ~ (440)285-6000	More Information	No restrictions	Full-service hospital with primary, preventive and emergency medical care to adults and children.		*	X	X			*		X	X					
VILLAGE OF HIGHLAND HILLS SENIOR CITIZEN MULTI SERVICE CENTER	Cuyahoga	3700 Northfield Rd., Highland Hills, OH 44122 ~ (216)283-3000	More Information	Seniors 60 + residents of the Village of Highland Hills	Provides recreational, social and physical activities, van service, a free newsletter, meals on wheels, screenings, education, volunteer opportunities and a senior center with wellness activities, exercise classes and social opportunities.		*	X	X			*		X	X	*	X	X	X	X
VISITING NURSES ASSOCIATION OF OHIO	State	2500 East 22nd St., Cleveland, OH 44115-3205 ~ (216)931-1400 ~ www.vnaohio.org	More Information	No restrictions	Provides traditional home health care, physical, occupational and speech-language therapies, mental health home care, in-home health monitoring for chronic disease management, personal care assistance, hospice and palliative care.		*	X	X		X	*		X	X					

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VISITING PHYSICIANS ASSOCIATION (EAST)	Lake, Geauga, Summit, Portage and Cuyahoga	7350 Industrial Park Blvd., Mentor, OH 44060 ~ (888)742-0508	More Information	Seniors	Home health services that include primary and preventive medical care and care coordination for geriatric population.		*	X	X			*		X	X	*	X			
WEST GEAUGA SENIOR CENTER	Gauga	11414 Caves Rd., Chesterland, OH 44026 ~ (440)729-2782	More Information	Seniors 60+ and persons with disabilities	Advocates, plans, coordinates, and delivers needed services to enhance the quality of life for Geauga County's seniors. Services include adult day care, emergency respite care, home maintenance, chore services, wellness programming, companionship, escorts, home-	*	*		X			*		X	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,							*	X	X	X	*	X	X	X	X
WILLOUGHBY FHC	Lake, Geauga, Summit, Portage and Cuyahoga	2550 SOM Center Rd., Willoughby Hills, OH 44094 ~ (800)807-2888	More Information	No restrictions	Full-service facility with primary and preventive and urgent care medical care, including Women's Health, and Pediatric health, etc.		*	X	X			*			X					





**Hillcrest Hospital
6780 Mayfield Road
Mayfield Heights, Ohio 44124**

**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:
Cleveland Clinic Health System – East Region # 34-0714593**

**Date Approved by
Authorized Governing Body:**

September 9, 2013

Authorized Governing Body:

**The Board of Directors
The Cleveland Clinic Foundation
and ratified by the Cleveland Clinic
Community Hospitals Executive
Committee**

Contact:

**Cleveland Clinic
chna@ccf.org**

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2013 HILLCREST 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 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

Hillcrest Hospital, a Cleveland Clinic hospital, is a 476 staffed bed acute-care, community-oriented hospital located in the city of Mayfield Heights that is nationally ranked as one of the nation's Top 100 hospitals and renowned in cardiac medicine. It is a Level II Adult Trauma Center and Level III Neonatology Unit and has specialized centers for cancer, pediatrics, and community and education.

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 they serve. 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

Hillcrest Hospital was formed in 1968 to provide health care services to its community. Hillcrest Hospital's mission is:

To provide better care for the sick, investigation of their problems and education of those who serve

II. Community Definition

The Hillcrest Hospital community is defined as the geographic area comprising 80% of inpatient discharges. The Hillcrest Hospital community consists of 26 zip codes in Cuyahoga, Geauga, Lake, Portage, and Summit Counties: 44022, 44040, 44118, 44121, 44122, 44124, 44139, 44143, 44146, 44021, 44023, 44024, 44026, 44046, 44065, 44072, 44056, 44095, 44077, 44094, 44092, 44060, 44255, 44202, 44087, and 44067.

Hillcrest Hospital is located within 15 miles of three other Cleveland Clinic hospitals, Euclid, Marymount and South Pointe Hospitals. Because of this proximity, a portion of Hillcrest Hospital's community overlaps with those of each of the other hospitals. All of these hospitals work together as a part of the Cleveland Clinic health system to serve residents in Cleveland's eastern communities and suburbs.

III. How Implementation Strategy was Developed

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

Each year, senior leadership at Hillcrest 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 Hillcrest 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 Hillcrest Hospital CHNA for more information: clevelandclinic.org/2013HillcrestCHNA

A. Chronic Disease and Health Conditions

1. Heart Related Diseases
2. Adult Asthma
3. Diabetes
4. Low Birth Weight

B. Wellness

C. Access to Health Services

D. Research

E. Education

F. Access to Community Services

G. Economic and Community Development

VI. Needs Hospital Will Address

A. Chronic Disease and Health Conditions:

1. Heart Related Diseases

Hillcrest Hospital is renowned in cardiac medicine, is a certified Stroke Center and operates a Congestive Heart Failure Clinic. The hospital provides a wide range of clinical and wellness services to treat chronic heart-related diseases, including stroke, congestive heart failure, COPD, and hypertension, all of which are often more prevalent in the elderly populations.

2. Adult Asthma

Hillcrest Hospital pulmonologists and other physicians provide acute inpatient and outpatient care to patients with Adult Asthma.

3. Diabetes

Hillcrest Hospital's Diabetes Clinic, located across the street from the hospital, provides outpatient care and community wellness education programs to patients and community members on diabetes and disease management. The hospital also treats patients suffering from diabetes and any diabetic complications on an inpatient and outpatient basis.

4. Low Birth Weight

Hillcrest Hospital offers a wide range of clinical, wellness and education services relating to pediatric and women's health. The hospital's Neonatal Intensive Care Unit treats babies who are born with special needs including breathing problems and problems associated with very low and extremely low birth weight. The hospital also has a pediatric inpatient and subspecialty clinic available to treat the health needs of children. In addition, the hospital offers birthing, prenatal health and parenting classes for expectant parents.

B. Wellness

Hillcrest 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 reduce disease burden. Some of these programs are held in nursing homes and/or focused on seniors or geriatric care.

C. Access to Health Services

Hillcrest Hospital provides medically necessary services to all patients regardless of race, color, creed, gender, country of national origin or ability to pay. Hillcrest 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>

Hillcrest 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.

Hillcrest 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.

D. Research

Clinical trials and other clinical research activities occur throughout the Cleveland Clinic health system including at the community hospitals. For example, patients at Hillcrest Hospital are involved in heart failure and ambulatory studies.

E. Education

Hillcrest Hospital provides physician, nurse and allied health residency and other education opportunities and is affiliated with nursing and allied health schools. The hospital also provides community education programs on a variety of topics including wellness, parenting, and nutrition.

VII. Needs Hospital Will Not Address

Hillcrest 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 Hillcrest Hospital's mission to deliver health care. These are needs that governmental and other nonprofit agencies have the more appropriate expertise and resources necessary to address. Although Hillcrest Hospital cannot address these needs directly, it can and does support governmental and other 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 Hillcrest Hospital or the Cleveland Clinic, that are located within the Hillcrest Hospital community and capable of addressing these needs.

Hillcrest Hospital cannot directly address the following community health needs 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 Hillcrest Hospital. Therefore, the hospital will not address this need in its implementation strategy.

Although it cannot address this need, Hillcrest 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 more housing options, readily accessible transportation and grocery stores, and better employment and crime rates, was identified as a need in the CHNA.

Hillcrest Hospital cannot focus or otherwise address the need for transportation or other community services unrelated to the delivery of health care. Although Hillcrest 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.

Hillcrest Hospital employs over 2900 physicians and other caregivers and provides an overall economic benefit to the community.