



# **2022-2024 Toledo Implementation Strategy**



*When your child needs a hospital,  
everything matters.*

## Community Health Needs Assessment Implementation Strategy 2022-2024

Nationwide Children's Hospital – Toledo acquired Mercy Health Children's Hospital on March 1, 2022. This gives children in the Toledo area broader local access to procedures and therapies, reducing the need to travel for treatment. Nationwide Children's – Toledo continues the legacy and vision developed by Mercy Health Children's Hospital to provide high-quality, compassionate care, while enhancing clinical care to children in the Toledo area.

Nationwide Children's – Toledo was among several community partners involved with Healthy Lucas County. The mission of Healthy Lucas County is to improve the health and quality of life for Lucas County residents through data collection and planning that mobilizes collaborative partnerships that develop and implement strategic action in Lucas County to create health equity.

The 2019/2020 Healthy Lucas County Executive Committee includes:

- Adelante
- Advocates for Basic Legal Equality
- Area Office on Aging of Northwestern Ohio
- Board of Lucas County Commissioners
- City of Toledo
- CWA Local 4319
- Connecting Kids to Meals
- Health Partners of Western Ohio
- Hospital Council of Northwest Ohio
- LISC Toledo
- Live Well Greater Toledo
- Lucas County Department of Job & Family Services
- Lucas Metropolitan Housing Authority
- McLaren St. Luke's
- Mental Health & Recovery Services Board of Lucas County
- Mercy Health
- NAACP 3204
- Neighborhood Health Association
- ProMedica
- Toledo Fire & Rescue
- Toledo/Lucas County CareNet
- Toledo-Lucas County Health Department
- Toledo Lucas County Homelessness Board
- Toledo Public Schools
- United Way of Greater Toledo
- University of Toledo Medical Center
- YMCA of Greater Toledo
- YWCA of Northwest Ohio

The *2021-2024 Lucas County Community Health Improvement Plan* (herein referenced as *2021-2024 Lucas County CHIP*) identifies four health priorities, and Nationwide Children's – Toledo has adopted one additional priority based on pediatric needs in the area. This Implementation Strategy explains how Nationwide Children's – Toledo will address and impact the priorities identified in Mercy Health's Community Health Needs Assessment.

It's important to note that most historical pediatric data remain under Mercy Health from when the organization owned the hospital. Nationwide Children's – Toledo is working on establishing a data infrastructure specific to pediatric data to establish baselines for the outlined health priorities.

As part of this Implementation Strategy, Nationwide Children's – Toledo will continue to engage with the community and local partners to gauge and understand the needs of the pediatric residents and families.

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**Note:** Children are ages 0 to 11 and youth are ages 12 to 18 unless otherwise indicated.

## Definition of Community Served

Based on evaluation of pre-COVID-19 Ohio Hospital Association (OHA) data, 65% of Nationwide Children's – Toledo (formerly Mercy Children's) patients come from Lucas County (including psychiatry). The next highest on the list would be Wood County, which provides 9% of patients (including psychiatry). This trend holds through the years:

Year	2022 Q1	2021	2020	2019	2018	2017
% of Mercy Children's patients from Lucas County*	54%	63%	65%	65%	64%	63%

# 1. Community Conditions

## Description:

Strong communities are healthy communities. Substandard housing, financial instability, unsafe neighborhoods and limited access to early childhood education can contribute to unhealthy communities. Affected families and children are at higher risk for infant mortality, low birth weight, chronic illness, poor nutrition, exposure to environmental hazards, toxic stress, injury and more adverse health outcomes with lifelong implications. Nationwide Children's – Toledo and local partners will work together to reduce adverse community conditions. Areas of focus under community conditions include:

- Housing affordability and quality
- Lead exposure screening and education
- Kindergarten readiness
- Adverse childhood experiences

## Housing Affordability and Quality

The 2021-2024 Lucas County CHIP identified a goal to improve housing affordability and quality by providing Housing Choice Vouchers for priority populations which include children and families, specifically those with annual household incomes of less than \$25,000, and Latinos. Nationwide Children's – Toledo will collaborate and build partnerships with other community agencies to expand affordable housing options for all populations, while also working to reduce adverse childhood experiences (ACEs) that are a result of housing.

## Lead Exposure Screening at Well-Child Visits

Lead exposure and lead poisoning remain chronic health risks to Ohio children who live in homes where they are exposed to lead paint. The state operating budget invested \$25 million to prevent and treat lead poisoning and remediate homes of toxic lead.

According to the 2020-2022 Ohio State Health Improvement Plan (SHIP), blood lead level (BLL) screening/testing is required for pregnant women as well as children ages 6 and under and who are at risk and/or on Medicaid. This testing is required by the federal government for children on Medicaid at 12 and

24 months of age. Any child on Medicaid between 24 and 72 months with no record of a previous blood lead screening test must also be screened.

In addition to the Medicaid BLL screening requirement, a pending rule change (OAC 3701-30-02) will require primary health care providers for children who are at risk of lead poisoning to perform a BLL screening test at the child's one- and two-year well-child visits and annually thereafter as medically indicated.

From January through June 2022, 239 out of 1,572 patients (15%) of patients at Nationwide Children's – Toledo received health maintenance lead screenings. Lead testing was unavailable for several months due to a recall of LeadCare blood tests. The recall resulted in a long list of patients who needed to be retested. When lead testing was resumed, Microtainers® were sent to local labs. As of August 2022, many offices now offer filter paper tests that are mailed to the Nationwide Children's lab in Columbus for analysis.

At one-year and two-year well checks, orders are given for lab testing after a recall of the point-of-care testing option. Results with elevated lead levels are sent for additional testing and routine follow-up. Nationwide Children's – Toledo set a goal to increase lead screening by 50% by 2024.

2022 Goal	2023 Goal	2024 Goal
20% of patients screened	25% of patients screened	30% of patients screened

This will be accomplished through lead screenings conducted at one-year and two-year well-check visits. In 2022, Health Maintenance Applications were added to tools that we use to track and measure lead exposure. Health Maintenance auto populates lead screening annually for patients less than 2 years of age. Utilizing the Health Maintenance Report shows the total number of patients who were due for screening and the number of screenings completed for a specific period.

The practice of collecting specimens in the office was reinstated. Filter paper testing is now used, offering increased accuracy in results. Specimens are sent to a lab for processing. Results are automatically reported to the Ohio Department of Health.

### Lead Exposure Education

Nationwide Children's – Toledo staff identified a need to create and distribute educational materials about lead exposure throughout the community. This includes information about the importance of screening, lead-based paint hazards, and health signs and symptoms related to lead exposure.

### Kindergarten Readiness

Nationwide Children's – Toledo is exploring opportunities to support community efforts to improve kindergarten readiness in Lucas County. Based on the *Annual Report on the Kindergarten Readiness Assessment* presented by the Ohio Department of Education, 40.9% (48,763) of Ohio's kindergarten students were Demonstrating Readiness, meaning they entered kindergarten with sufficient skills, knowledge and abilities to engage with kindergarten-level instruction. A child's readiness for kindergarten is impacted by poverty and other adverse childhood experiences, sensitive caregiving, linguistically and cognitively stimulating environments, and access to and coordination of developmental services including universal access to preschool and to books, educational games and reading in the home. The quality of these experiences before age 5 are critical to readiness.

### Adverse Childhood Experiences (ACEs)

Research shows that children who live below the federal poverty level are at higher risk for negative health outcomes and adverse childhood experiences (ACEs). ACEs include, but are not limited to, physical and emotional abuse, neglect, caregiver mental illness and household violence. The *2021-2024 Lucas County CHIP* reported that 7% of Lucas County children experienced 2+ ACEs, increasing to 23% of those from households with annual incomes of less than \$25,000.

A key priority for children in Lucas County includes reducing ACEs and the impact of ACEs on future well-being. This effort will require a multi-prong approach, addressing the multiple domains that impact children and their communities as early as possible. Funding and current programs are likely already available or pending (e.g., funding for improving trauma-informed services and access to trauma treatment services from Ohio Department of Mental Health and Addiction Services, Ohio Children's Trust Fund and Ohio Department of Job and Family Services).

### To lessen the impact of adverse community conditions and improve quality of life for children in Lucas County, over the next three years Nationwide Children's – Toledo will:

- Identify current prevention services and community partnerships
- Examine existing programs and identify local partners to support future housing initiatives and opportunities to reduce ACEs
- Increase the percentage of patients under the age of 2 who have received their annual lead screening by 50% by 2024
- Create and distribute educational collateral/brochures on signs and symptoms related to lead exposure
- Identify community partners working to improve kindergarten readiness and support local efforts to build early language and literacy skills, increase high-quality childhood education and improve children's well-being before age 5

- Identify local and state funding to support and/or increase access to trauma-informed and trauma treatment services
- Use data from the Behavioral Health deep dive for additional partnerships and gaps

### **Community Partners**

Primary care providers  
Primary care practice leaders  
Primary care practice staff

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Nationwide Children's – Toledo will continue to work with Mercy Health to identify community partners to provide expertise in the pediatric space.

## 2. Mental Health

### *Description:*

In 2021, Lucas County had 605 psychiatry-related inpatient/observation discharges for ages 0 to 17 based on OHA data, which is 5% higher than 578 discharges in 2019. Mental health remains a high priority yet under-served need. In fact, according to Healthy Lucas figures, 38% of Lucas County youth felt so sad or hopeless almost every day for at least two weeks that they stopped doing some usual activities. This increased to 40% for African Americans and 46% for Latinos. Furthermore, 70% of Lucas County youth who contemplated suicide were bullied in the past year, and 10% of Lucas County youth attempted suicide in the past year, up from 7%. 13% of parents who looked for a psychiatrist/mental health provider for their child reported they were unable to find one. Areas of focus under mental health and addiction include:

- Access to providers
- Autism services
- Behavioral health screening

### **Increase Access to Providers in Toledo**

Since March 2022, Nationwide Children's – Toledo has had limited to no local pediatric psychology providers. Telehealth consultations are available for inpatient consults during business hours. Children and adolescents with chronic medical conditions would benefit from psychology experts and enhanced pediatric specialty services in Toledo. Pediatric psychology will also provide care to inpatients with acute medical and behavioral conditions. Nationwide Children's – Toledo will recruit at least one pediatric psychologist to lead the recruitment and retention of a team that will grow with patient demand over the next three years.

### **Develop Autism Services**

Nationwide Children's – Toledo cares for approximately 11 patients per year at the Autism Center in Toledo as well as supports an autism diagnostic assessment program. Nationwide Children's – Toledo will study current operations, an evidence-based care model, the Toledo market and partners to develop a three-year strategic plan to strengthen current relationships, explore new partnerships and enhance care provided to the region.

### **Enhance Behavioral Health Services**

There are multiple behavioral health providers in Toledo, but pediatric expertise and access is challenged. Nationwide Children's – Toledo currently provides psychiatry and psychology inpatient consults via telehealth video with Nationwide Children's experts in Columbus. Psychology support is provided to students demonstrating a need in Oregon City Schools' school-based health clinic. The school district works with Dr. Aimee Drescher's private practice to provide some support services to students in this district. Access continues to remain limited, and there is growing demand for behavioral services. Nationwide Children's – Toledo will develop a strength, weakness, opportunity and threat (SWOT) assessment; a market analysis; and an environmental analysis, as well as identify key direct service priorities in a three-year strategic plan, by 2024.

### **Increase Behavioral Health and Depression Screenings**

Currently, outpatient settings at Nationwide Children's – Toledo are screening for depression utilizing screening tools Patient Health Questionnaire-2 (PHQ-2) and Patient Health Questionnaire-9 (PHQ-9). The purpose



of the PHQ-2 is to screen for depression in a “first-step” approach. The PHQ-9 is a multipurpose instrument for screening, diagnosing, monitoring and measuring the severity of depression. Nationwide Children's – Toledo will examine best practice tools and clinical workflows for pediatric patients who screen positive for depression and develop a strategy for expansion of depression screening tools.

### Behavioral Health Screening and Consultation

Project ECHO (Extension for Community Healthcare Outcomes) is a collaborative medical education and care management model that empowers clinicians everywhere to provide better care to more people — right where they live. Project ECHO at Nationwide Children's focuses on diagnostic and medical care for children and youth. Project ECHO creates ongoing learning communities where community-based providers receive support and develop the skills they need to diagnose and treat pediatric patients. As a result, they can provide comprehensive, best-practice care to patients with

complex health conditions, in their own communities.

Behavioral Health Treatment Insights and Provider Support (BH-TIPS) is a program that offers virtual behavioral health consultation for Ohio primary care providers. The goal is to support primary care providers in the management of children and adolescents with behavioral health concerns in the primary care setting through educational consultation and information about resources in their communities for timely access to care.

Due to high demand for behavioral health services in Toledo, ECHO and BH-TIPS offer an opportunity for Nationwide Children's – Toledo medical and behavioral health providers to access specialty behavioral health experts. These experts will provide insight and support to Nationwide Children's – Toledo providers and the broader community of pediatric clinical providers in northwest Ohio on the treatment of patients presenting with behavioral health concerns.

### Behavioral Health Screening and Consultation

Service	2020	2021	2022
PROJECT ECHO	Allen – 1 (1) Erie – 2 (2) Lucas – 4 (11) Ottawa – 1 (1) Williams – 1 (1) Wood – 1 (1)	Allen – 2 (4) Wood – 1 (1)	Allen – 1 (1)
BH-TIPS	N/A	Hancock – 1 (4) Wood – 1 (2)	Auglaize – 1 (2) Hancock – 1 (5) Wood – 2 (3)

- No 2019 ECHO registrations for any Northwest Ohio counties
- Numbers in parenthesis are number of registrations (ECHO) or consults (BH-TIPS) that came from those counties during that year

**To improve access to mental health care resources and screening for mental health care issues, over the next three years Nationwide Children's – Toledo will:**

- Grow the psychology team in Toledo and Lucas County
- Develop a three-year strategy to enhance autism services in Toledo and Lucas County
- Develop a three-year strategy to enhance behavioral health services in Toledo and Lucas County
- Increase depression screenings in Toledo and Lucas County
- Grow ECHO and BH-TIPS in northwest Ohio to increase access to care and treatment
- Identify community partnerships including Avenues for Autism and Center for Child Development in Wood County

**Community Partners**

Oregon City Schools

### 3. Chronic Disease

#### *Description:*

Asthma and diabetes are chronic conditions that negatively impact children in Lucas County. In fact, 7% of Lucas County children had an asthma episode/attack in the past year. That number increased to 12% in households with annual incomes of less than \$25,000. *2021-2024 Lucas County CHIP* figures indicate that 16% of children and 17% of youth in Lucas County are obese. Diabetes can be a risk for children and youth who may be overweight. Areas of focus under chronic disease include:

- Asthma
- Diabetes

#### ASTHMA

##### **Asthma Clinic Visits**

According to the *2021-2024 Lucas County CHIP*, 21% of youth in grades 6 to 12 in Lucas County are diagnosed with asthma. This figure is below the national average of 22% and the Ohio state average of 24% for high-school aged (grades 9 to 12) students. Having two health care providers available in the asthma clinic will allow Nationwide Children's – Toledo to increase the number of patients seen. The team at Nationwide Children's in Columbus will provide ongoing support, supplies and equipment.

Increased staffing and support will allow asthma clinic providers to offer pulmonary function tests (PFTs) at each visit. PFTs are noninvasive tests that show how well lungs are functioning by measuring lung volume, capacity, flow rates and gas exchange. PFTs help to assess treatment for asthma and other chronic lung conditions.

##### **Asthma Education and Outreach**

Nationwide Children's – Toledo staff recognizes the need to expand asthma education and outreach throughout schools and day care centers in Lucas County. As Nationwide Children's – Toledo continues to learn and assess the community's needs, future considerations include:

- The possibility of establishing a school-based asthma therapy program for children who have trouble with controller medicine adherence

- Studying the viability of home nursing visits for children with recurrent asthma admits for home education after asthma hospitalization

#### **To keep children out of the hospital and minimize the impact of asthma on children's well-being, over the next three years Nationwide Children's – Toledo will:**

- Increase access to clinic visits by 10%
- Offer pulmonary function tests as part of pulmonary visits to get live results/information
- Decrease hospitalizations related to asthma
- Continue to grow asthma education in the community, including in schools and day care centers
- Identify community partnerships

#### **Community Partners**

Mercy Health Pulmonary Function Test Lab

School staff and administration in Lucas County schools

Day care staff and administration throughout Lucas County

## DIABETES

### Increase Access to Diabetes Care

Lucas County saw 185 inpatient/observation discharges for endocrinology in 2019 for children and youth ages 0 to 17 based on OHA data. According to the Centers for Disease Control and Prevention, about one-third of American youth are overweight, a problem closely related to the increase in kids with type 2 diabetes. Risk factors for diabetes include weight, heredity and lifestyle habits. In Lucas County, 29% of youth described themselves as “slightly or very overweight,” compared to 32% of youth nationally. Additionally, 18% of youth in Lucas County “did not participate in at least 60 minutes of physical activity on any day in the past week,” which was higher than the U.S. average of 17%, but lower than the Ohio average of 21%.

As of 2022, Nationwide Children's – Toledo employed a single diabetes health care provider. As the need for diabetes care continues to grow, the hospital will expand access to care and increase the number of patients served through the hiring of an additional provider.

Compliance remains a challenge for pediatric patients with diabetes in Lucas County. Nationwide Children's – Toledo plans to analyze the patient population and locations in need of additional resources. As a result of this market analysis, the goal is to open additional outreach clinics to improve care and compliance.

### Collaboration with Project ECHO and Gastrointestinal/Cardiovascular Referrals

Project ECHO (Extension for Community Healthcare Outcomes) is a collaborative medical education and care management model that empowers clinicians everywhere to provide better care to more people — right where they live. Project ECHO at Nationwide Children's focuses on diagnostic and medical care for children and youth. ECHO creates ongoing learning communities where community-based providers receive support and develop the skills they need to diagnose and treat pediatric patients. As a result, they can provide comprehensive, best-practice care to patients with complex health conditions, in their own communities.

Through collaboration with Project ECHO, Nationwide Children's – Toledo planned to open an ECHO clinic in September 2022. Future plans include having a nurse practitioner and dietitian complete the program to add more outreach days.

### To improve the quality of life for patients with chronic pediatric diabetes, allowing children to live as normal a life as possible, over the next three years Nationwide Children's – Toledo will:

- Increase access to pediatric patients with diabetes by hiring a second provider
- Open additional outreach clinics in Lucas County to provide care closer to home and improve compliance
- Analyze opportunities to implement diabetes education in the community and identify community partnerships
- Establish Center for Healthy Weight and Nutrition via Project ECHO Collaborative

### Community Partners

Nationwide Children's – Toledo is working on establishing community partnerships for diabetes care, healthy weight and nutrition.

## 4. Injury Prevention

### *Description:*

According to the Centers for Disease Control and Prevention (CDC), injuries are the leading cause of death for children and teens in the U.S. The CDC also reports that more than 7,000 children and teens aged 0 to 19 died because of unintentional injuries in 2019. That equals about 20 deaths each day. Lucas County also saw 46 inpatient/observation discharges for trauma/injury in 2021 for ages 0 to 17 based on OHA data, which was a 53% increase from 30 discharges in 2019. Leading causes of child unintentional injury include motor vehicle crashes, suffocation, drowning, poisoning, fires and falls. Child injury is often preventable. Nationwide Children's – Toledo remains dedicated to creating programming to prevent injuries in children. Areas of focus for injury prevention include:

- Car seat safety
- Gun violence prevention

### **Car Seat Safety**

The CDC reported that 608 child passengers (age 12 and younger) died in motor vehicle crashes, and more than 91,000 were injured, in 2019. As many as 38% were not properly buckled up. Another challenge is that child restraint systems are often used incorrectly. An estimated 46% of car seats and booster seats are misused in a way that could reduce their effectiveness. Lucas County health systems have prioritized the need for car seat safety awareness programs in the community to reduce the number of injuries caused by motor vehicle collisions.

### **Gun Violence Prevention**

The 2021-2024 *Lucas County CHIP* reported that 2% of youth in grades 6 to 12 “carried a weapon onto school property,” compared to 3% of U.S. high-school aged (grades 9 to 12) students. In addition, 8% of 6 to 12 graders in Lucas County were “threatened or injured with a weapon on school property,” compared to 3% of U.S. high-school aged (9 to 12 grade) students.

The American Academy of Pediatrics (AAP) has been involved with advocacy efforts to address gun violence as a public health issue for decades. The AAP estimates that 4.6 million kids in the U.S. live in homes with unlocked, loaded guns. Nationwide Children's – Toledo will work with other community partners to develop strategies to reduce gun violence and prevent injuries related to gun violence.

### **To help reduce or prevent injuries due to motor vehicle accidents and gun violence, over the next three years Nationwide Children's – Toledo will:**

- Support Mercy Health as they take the lead as a level 2 trauma center and be a supportive partner by completing a feasibility study to review car seat programming for the hospital
- Understand and support community priorities around gun violence prevention
- Participate in at least one program preventing gun violence with community partners
- Identify community partnerships

### **Community Partners**

City of Toledo

Mercy Health

Safe Kids of Greater Toledo

Healthy Lucas County

ProMedica

## 5. Maternal and Infant Health

### *Description:*

According to the Ohio Department of Health, the overall infant mortality rate is 11.3 deaths per 1,000 live births in Lucas County. The rate for White infants is 8 deaths per 1,000 births. The rate for Black infants is 17.2 deaths per 1,000 births. Nationwide Children's – Toledo is committed to increasing awareness and reducing infant mortality in Lucas County. This will be achieved through strategic alignment with the ongoing efforts of local organizations, including Mercy Health, ProMedica and other providers of prenatal care. Initial areas of focus for maternal and infant health include:

- Safe sleep education
- Breastfeeding education in the newborn intensive care unit (NICU)

### Safe Sleep Education

It was reported that 90% of Lucas County's parents put their babies to sleep on their backs, which showed significant improvement over 68% reported in 2014. On average, more than three Ohio infants die each week due to sleep-related causes. Two out of three babies who died while sleeping were sharing an adult bed, couch or chair. To help combat these statistics, Nationwide Children's – Toledo will implement standardized safe sleep screening and education.



### Breastfeeding Education

In 2014, 29% of women reported that they did not breastfeed their child. In 2020, this number dropped to 16%. 24% of Lucas County mothers breastfed their children for less than three months and 48% of Lucas County mothers did not breastfeed their children for a year because they did not produce enough milk. Studies show breastfeeding reduces infant mortality and offers many health benefits. The CDC reports that infants who are breastfed have reduced risks of asthma, obesity, type 1 diabetes, severe lower respiratory disease, acute otitis media, gastrointestinal infections and sudden infant death syndrome (SIDS). Nationwide Children's – Toledo will provide breastfeeding education and support for families with an infant in the newborn intensive care unit (NICU).

**To help improve health outcomes for infants, over the next three years Nationwide Children's – Toledo will:**

- Support local efforts to ensure success of home visiting programs and the Pathways HUB to connect pregnant women to needed supports related to health care and social determinants of health
- Provide standard safe sleep education in after-visit summary at Nationwide Children's – Toledo NICU discharge
- Establish a crib distribution program
- Establish social determinants of health screening within the Nationwide Children's – Toledo NICU to connect families to support services
- Explore increased breastfeeding education and support within the Nationwide Children's – Toledo NICU
- Partner with local organizations to explore other opportunities to reduce infant mortality
- Identify community partnerships

**Community Partners**

Healthy Lucas County and Healthy Lucas County Executive Committee

Getting to 1 Infant Mortality Reduction Coalition

Hospital Council of Northwest Ohio

Mercy Health

ProMedica

## Conclusion

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To address the community needs identified by community representatives and the *2021-2024 Lucas County Community Health Improvement Plan*, Nationwide Children's – Toledo will commit to the implementation strategies identified in this document. In addition, the mission of the hospital will continue to guide Nationwide Children's – Toledo in its daily efforts to create best outcomes and provide the highest quality of care to every child and family with which it comes in contact.

Nationwide Children's – Toledo will maintain its inclusive endeavors for improving care and serving the community by taking a considered and detailed approach to addressing community conditions, mental health, childhood conditions and chronic disease, injury prevention, and maternal and infant health.

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*When your child needs a hospital,  
everything matters.*