Community Health
Implementation Plan

2017-2019
Community Health Implementation Plan 2017-2019

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The mission of Christiana Care Health System (Christiana Care) is to serve our neighbors as respectful, expert, caring partners in their health. We do this by creating innovative, effective, affordable systems of care our neighbors value. This overarching purpose means that our institution is inextricably tied to the well-being of our state and to all Delawareans, as well as to our broader region. In particular, we serve our surrounding community in New Castle County, Delaware and the city of Wilmington, which is challenged by high rates of poverty, crime, infant mortality and substance abuse. Christiana Care is deeply committed to caring for this community — for our community — one person at a time. We are also committed to working with other anchor institutions — hospitals and health systems, community organizations, nonprofits and public and private partners — to advance the health and well-being of all those we serve.

Christiana Care’s strategic aims for fiscal years 2017-2019 reflect this close association with our neighbors. We seek optimal health for every member of our community through a patient-centered approach, a focus on providing top-quality services across the continuum of care and a commitment to health equity. We seek exceptional experience for our patients and their families by understanding their needs and personalizing the care for those we serve. And, we seek organizational vitality so that, as an institution, Christiana Care is and will remain a strong, financially stable, efficiently run cornerstone of our community, able to deliver the valued services needed by those who seek our care, now and in the future.

COMMUNITY HEALTH NEEDS ASSESSMENT
Christiana Care conducted a Community Health Needs Assessment (CHNA) during the first half of 2016 to better understand the needs of residents in our community and as required every three years under the Patient Protection and Affordable Care Act of 2010 and Section 501(r) of the IRS code. All not-for-profit hospitals across the country must comply with these requirements in order to maintain federal tax-exempt status and to ensure that community benefit investments focus on documented needs. Christiana Care creates and uses the CHNA as an important tool to direct our overall community engagement strategy and commitment to population health. The 2016 Assessment was approved by the Christiana Care Board of Directors in May 2016 to address four priorities identified by several data sources, community surveys and key community stakeholder meetings.

COMMUNITY HEALTH NEEDS ASSESSMENT PRIORITIES
- Prevalence of poverty and other factors including food insecurity, housing, affordability of care and employment/job security.
- Mental health and substance abuse
- Violence and public safety
- Women and children’s health, especially preconception health, prenatal care and infant mortality.

IMPLEMENTATION PLAN
To address these four areas of significant need in 2017-2019, Christiana Care will employ implementation strategies across a spectrum: providing health care services, establishing and working within collaborative partnerships and deepening our engagement with patients, families and the broader community.

To address poverty issues, Christiana Care seeks to reduce the number of residents living without adequate resources; increase food security among community residents; and remove the financial barriers to receiving health care. This is work that can be effectively addressed only by supporting collaboration across sectors and with other health systems to address the broader social determinants of health. An example of a program in this area is our Population Health Initiative, which is a broad partnership with the Healthy Neighborhoods Committee of the Delaware Center for Health Innovation, along with other anchor institutions in the City of Wilmington and surrounding area, focused on addressing the health needs of the most vulnerable members of the local community.

We will address mental health and substance abuse issues by improving access to mental health services, providing earlier intervention for patients in need of help and providing more widespread treatment and education around substance abuse. One such program, Project Engage, is an early intervention program utilizing peer counselors and designed to help substance-using hospital patients and community members connect with community-based substance use disorder treatment programs.
We will partner to **reduce violence and improve public safety** in our community through violence intervention and prevention programs. One initiative in this area is an outreach program utilizing a trilogy of films (*Choice Road, Ripple Effect* and *Say Something*), developed with Christiana Care trauma experts, that educate our patients and our community about the potentially devastating health consequences resulting from personal choices.

Christianana Care will work to improve **women and children’s health** by increasing access to preconception and prenatal care to reduce unintended pregnancies, premature births and infant mortality. An initiative in this area is Christiana Care’s Healthy Beginnings Program, which links preconception care to pregnancy planning and prenatal care in a continuum of educational and health care services.

**PREVALENCE OF POVERTY**
- Food Insecurity
- Affordability of Care
- Housing/Employment/Job Security

**MENTAL HEALTH AND SUBSTANCE ABUSE**

**WOMEN AND CHILDREN’S HEALTH**
- Preconception Health
- Prenatal Care
- Infant Mortality

**VIOLENCE AND PUBLIC SAFETY**
Christiana Care Health System is a not-for-profit, non-sectarian health system, headquartered in Wilmington, Delaware and a national leader in delivering innovative models of care. We operate one of the nation’s largest hospitals, 21st by admissions, while being located in one of the smallest states, with approximately 950,000 residents. Our hospitals, located in Wilmington and Newark, have more than 1,100 beds and serve more than 50,000 admitted patients annually. Our three emergency departments care for 500 patients daily, on average, and our Newark facility is home to Delaware’s only Level I trauma center serving adults, the only center of its kind between Philadelphia and Baltimore. Christiana Care also features a Level III neonatal intensive care unit, the only delivering hospital in the state to offer this level of care for newborns. In addition to a comprehensive joint replacement center, Christiana Care is a regional center for excellence in cardiology, cancer and women’s health services and is well recognized as a major teaching hospital.

Christiana Care is also outwardly focused in our community, with a network of primary care physicians, medical aid units, a home health care service, preventive medicine, rehabilitation services and an extensive range of outpatient services. Each year, our Wilmington Hospital Health Center alone provides primary and specialty medical care for more than 70,000 patient visits and our dental clinic more than 11,000 visits.

With more than 11,100 employees, Christiana Care is the largest private employer in Delaware and among the top 10 in the Philadelphia region. In fiscal year 2015, Christiana Care had $1.6 billion in total patient revenue and provided $86.7 million in community benefits.

Demographically, Delaware is growing older, more diverse racially and ethnically and more disparate socioeconomically. The state is prosperous relative to national averages, but the prosperity is not evenly distributed. Wilmington, where Christiana Care is headquartered, is particularly challenged, with a median income of $38,979 equal to only 65% of the state median of $60,231. The poverty rate in Wilmington is 26% for all residents and 39% for children. This means that almost four out of 10 children under age 18 in Wilmington live in households that are at or under the federal poverty level of $24,008 for a family of four.

Given Christiana Care’s status as the largest health system and largest private employer in the state and given the pressing needs in its surrounding community, great potential exists for Christiana Care to have significant, positive impacts on the community’s health and well-being. It is our goal — and commitment — to do so.

Christiana Care’s strategic aims for 2017-2019 reflect that close association. We seek optimal health for our community through a population health model and a continuous commitment to high quality. We seek exceptional experience for our patients and their families by understanding the needs of our community. And we seek organizational vitality so that, as an institution, Christiana Care is and will remain a financially stable, efficiently run resource for our community.

Our mission — The Christiana Care Way — is to serve our neighbors as expert, caring partners in their health. We believe that the key to providing truly great health care is to partner with our patients and their families, creating innovative, effective and affordable systems of care that our neighbors value.

We also seek to collaborate broadly in the community — with our colleague-institutions in health care and with government, business, community, educational and other nonprofit organizations specifically focused on the populations we serve. Christiana Care partners with a vast number of organizations, including government agencies such as the Delaware Division of Public Health; educational institutions such as the University of Delaware and The New Castle County Public Schools; and nonprofit organizations such as Safe Kids Delaware, Sunday Breakfast Mission, Arsht Cannon Foundation, United Way and Hope Commission. Further, Christiana Care joins with existing coalitions such as the Healthy Neighborhoods Committee of the Delaware Center for Health Innovation to make our health care services most effective now and into the future — and to achieving optimal and equitable health for our community.
COMMUNITY HEALTH NEEDS ASSESSMENT

During the first half of 2016, Christiana Care conducted a Community Health Needs Assessment (CHNA). Beyond the filing requirement, Christiana Care creates and uses the CHNA as an important tool: to understand who our neighbors are, what they would like and what they need. This knowledge directs Christiana Care’s overall community engagement strategy and commitment to population health.

The 2016 needs assessment focused on Christiana Care’s primary service area, New Castle County, Delaware, where approximately 80% of patients originate. Surveys were conducted with 35 community leaders and stakeholders, including representatives from public health, medically underserved populations, diverse ethnic populations and low-income populations. Christiana Care’s leadership team was also surveyed and asked to prioritize significant health needs. Furthermore, an analysis was conducted of secondary data regarding demographic trends, as well as poverty, crime and health statistics.

The CHNA identified four areas as the most significant health needs facing Christiana Care’s community:

1. PREVALENCE OF POVERTY AND OTHER FACTORS INCLUDING:
   • Food Insecurity
   • Affordability of Care
   • Housing/Employment/Job Security

2. MENTAL HEALTH AND SUBSTANCE ABUSE

3. VIOLENCE AND PUBLIC SAFETY

4. WOMEN AND CHILDREN’S HEALTH
   • Preconception Health
   • Prenatal Care
   • Infant Mortality

IMPLEMENTATION PLAN

Communities across the nation are seeking ways to improve health and community opportunity. Decades of research show that a person’s health, safety, family and community supports, education, and economic opportunity are intertwined with overall health and well-being. At Christiana Care, recognizing these close ties, we are committed to fostering connections across multiple sectors that impact health, including public health services, social services, businesses, schools, housing providers, and others. This Community Health Implementation Plan is a framework for how our health system, in strategic partnership with others in our communities, can address the challenging, complex, and interconnected issues of reducing poverty and violence and improving health for all of our neighbors.

The health of New Castle County residents is influenced by wide-ranging factors such as income, education and incidence of violence. These influencing factors may also include barriers to needed care that stem from financial, cultural or transportation issues. Personal health is also influenced significantly by nutrition and other social, environmental and behavioral factors.

Christiana Care seeks to develop an inclusive, place-based approach to have a collective impact and address these issues that affect the health of our New Castle County neighbors.

To address each of the four significant areas of need identified in the CHNA, Christiana Care will implement the specific actions outlined below as well as a broader community engagement strategy. In many cases, our efforts will be applied in conjunction with other health care providers and community partners. Many of the programs described in this plan address more than one of the significant needs outlined above. This illustrates the complexity and interconnectedness of pervasive issues that affect the health of our community and the necessity to address multiple factors to contribute to improved overall health of the population.

In reviewing the CHNA findings and prioritized needs, Christiana Care considered available resources, feasibility and effectiveness of interventions. Outlined here are the significant needs that Christiana Care intends to address and the programs or actions that will be taken to address them. Also included are resources that will be committed to the effort, anticipated outcomes and goals and anticipated collaboration with other organizations.
Where people live, learn, work and play can significantly influence their health. Social determinants of health affect people’s health risks and outcomes. The health of individuals and populations can be improved by addressing social determinants of health.

Among the social determinants of health identified by many stakeholders were high rates of poverty, food insecurity and lack of safety, violence and associated trauma.

Other social determinants included homelessness, the relationship between unstable housing and quality education, teens feeling disenfranchised and the lack of safe social activities for youth. In addition to poverty, stakeholders reported health care costs as a problem for many of the area’s residents. They described difficulty paying for medications and high co-payments or deductibles as typical barriers to care related to costs.

GOALS AND OBJECTIVES

Reduce the number of residents living without adequate financial resources.

Increase food and nutritional security among community residents.

Address financial barriers to needed health care.

SUMMARY OF PROGRAMS

POVERTY AND SOCIAL DETERMINANTS OF HEALTH
- Population Health Initiative

FOOD INSECURITY
- Camp FRESH
- Reach Out and Feed
- Delaware Medical-Legal Partnership

AFFORDABILITY OF CARE
- Health Guides
- Financial Assistance Policy
- Delaware Medical-Legal Partnership

HOUSING, EMPLOYMENT, JOB SECURITY
- Delaware Medical-Legal Partnership
POVERTY AND SOCIAL DETERMINANTS OF HEALTH — PROGRAMS/STRATEGIES

Population Health Initiative

Christiana Care is actively developing a population health initiative in partnership with other anchor institutions that would address the lack of opportunity and the lack of financial resources for vulnerable populations, in particular those in the City of Wilmington. Initially, such an effort will focus on neighborhoods where populations most at risk for premature birth and infant mortality reside.

This initiative will be coordinated with the Healthy Neighborhoods Committee of the Delaware Center for Health Innovation, which was established to identify pressing health needs; make access to health care easier; promote physical and emotional well-being; and help community leaders make Delaware neighborhoods health hubs. As currently conceptualized, Christiana Care’s Population Health Initiative would bring together health and social service partners to address the most significant health needs of the local community through education, increased access to care, promoting healthy lifestyles and addressing social determinants of health. It is expected that this approach would require long-term investments to address structural deficits that currently exist.

Strategies: This initiative could involve strategies such as enhancing job/career opportunities, reducing the prevalence of poverty and stabilizing housing for at-risk populations as a means of addressing premature birth and infant mortality. It is expected that there would be long-term benefits from such an initiative and that it would ultimately lead more broadly to better health outcomes for the target populations.

Resources: Christiana Care is developing the structure and focus of such an initiative. System leadership and members of the board will approve of a plan before moving forward with this effort.

Expected Outcomes/Goals: A plan for a Population Health Initiative will be presented for approval and then implementation with our community.

FOOD INSECURITY — PROGRAMS/STRATEGIES

Camp FRESH

Camp FRESH (Fresh Resources Everyone Should Have), a program of Christiana Care’s Center for Community Health, is designed to empower youth to become agents of change within their communities and is focused on improving health and quality of life by expanding access to quality foods. Recently the Camp FRESH program was expanded to provide services year round, as well as growing its educational focus to address mental health issues and reproductive health topics.

Strategies: Program participants become ambassadors for good nutrition and healthy lifestyles. The Camp FRESH teens aim to apply their new skills and help provide their families and neighbors with the tools to build a healthier lifestyle.

Resources: The camp staff that works during the eight-week camp includes a senior program manager, two social workers, two camp counselors and a registered dietitian. Throughout the year the program will now have a full-time community health worker who will work with the campers and their families year round, connecting them to resources. The program is supported by the Eugene DuPont Preventative Medicine and Rehabilitation Institute endowment. The annual budget for FY17 is $98,953; FY18 is an estimated $103,900; and FY19 is an estimated $109,100.

Expected Outcomes/Goals: Program goals include increased knowledge of nutrition and fitness along with increased physical activity; increased knowledge regarding healthy lifestyle choices; and increased knowledge of reproductive health. Expected outcomes include increased resources and supports for campers and their families throughout the year and that program participants will graduate from high school. Outcomes are measured through Camp FRESH pre/post camp surveys, which collect quantitative and qualitative data and changes in knowledge.

Reach Out and Feed

Parents and children visiting the Pediatric Practice Program at Wilmington Hospital are assisted when they face food insecurity. They are offered emergency staples through a partnership between Christiana Care, the Food Bank of Delaware and Kiwanis Club of Wilmington.

Strategies: Consistent with policy recommendations from the American Academy of Pediatrics, Christiana Care pediatricians strive to address the food security issue by screening children to identify vulnerable patient-families and connecting them with community resources.
Resources: Christiana Care social work staff discuss food security issues and provide assistance and referrals, as indicated, with families prior to the children and families leaving pediatric visits.

Expected Outcomes/Goals: The goal of this Christiana Care program is to ensure patients are taking advantage of federal nutrition programs such as the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), the Supplemental Nutrition Assistance Program (SNAP), as well as school lunch and breakfast programs. The expected outcome includes fewer pediatric patients and families experiencing food insecurity.

Delaware Medical-Legal Partnership
The Christiana Care Health Guides assist with the referral and screening process for the Delaware Medical-Legal Partnership. Through this partnership, the Community Legal Aid Society, Inc. advocates on behalf of economically disadvantaged adults and children by offering free, civil legal services to people who meet certain income and health care utilization criteria. Lawyers are integrated into health care teams to help address social determinants of health.

Strategies: The partnership aims to address legal matters or needs that have an impact on clients’ health or are created or aggravated by the clients’ health issues. For example, denials or terminations of public benefits like Medicaid or Social Security; eviction defense; fighting threatened utility shut-offs; and obtaining reasonable accommodations from employers.

Resources: Christiana Care supports three health guides that help to screen and connect patients to the partnership. Additional funding for the partnership is provided by the Harrington Fund at the Christiana Care Value Institute.

Expected Outcomes/Goals: Goals for this program include screening and referring to the partnership, when appropriate, low-income patients receiving primary care from a Christiana Care provider. Expected outcomes include addressing social determinants of health for these individuals. It is expected that the health outcomes for those assisted by the program will be improved.

AFFORDABILITY OF CARE — PROGRAMS/STRATEGIES
Health Guides
Christiana Care’s Health Guides program addresses the barriers to care for patients. The Health Guides coordinate health and social services and provide patients with financial screenings and connection to Medicaid, referrals to the Health Insurance Marketplace and financial services, prescription assistance and information on other community resources.

Strategies: The Health Guides are an integral part of Christiana Care’s primary care practices, working side-by-side with providers at the Wilmington Hospital Health Center. Their interventions address the social determinants of health in the context of a medical visit.

Resources: Christiana Care Health System supports three Health Guides and one administrative staff member.

Expected Outcomes/Goals: Goals for the program are to improve access to care by helping patients enroll in health insurance coverage programs; to connect patients to primary care; and to help patients improve their health by helping them access prescription assistance programs and Christiana Care’s financial assistance program. The Health Guides aim to increase the percentage of patients screened at Wilmington Hospital Health Center by 10% over the next three years and to extend these services to all Christiana Care primary care practices.

Financial Assistance Policy
The Christiana Care Financial Assistance Policy was revised to provide relief to individuals impacted by the high cost of health care. The policy will be widely publicized to ensure that community residents in need of assistance will be made aware of it. Information on the policy will also be distributed to community organizations and agencies that serve low- and moderate-income populations.

Strategies: Information on financial assistance provided by Christiana Care will be provided to patients, posted on the system’s website and distributed to groups throughout the community that are serving low-income populations. In addition, we periodically review and revise the policy for opportunities to increase our assistance to the community.

Resources: Christiana Care will provide financial assistance to patients meeting income guidelines set for the financial assistance policy.

Expected Outcomes/Goals: It is expected that Christiana Care will provide assistance to thousands of low-income patients through ongoing improvements to the policy.

DELAWARE MEDICAL-LEGAL PARTNERSHIP
See description above.
MENTAL HEALTH AND SUBSTANCE ABUSE

Christiana Care supports numerous programs to address needs related to mental health and substance abuse.

GOALS AND OBJECTIVES

- Improve access to mental health services.
- Reduce utilization of intensive, crisis-oriented, costly mental health services by active early intervention to address mental health issues.
- Reduce substance abuse in New Castle County through treatment and community education.

SUMMARY OF PROGRAMS

MENTAL HEALTH

- Behavioral Health Integrated with Primary Care
- Perinatal Mental Health Program
- Climb Out of the Darkness
- Maternal Mortality Review Board
- Adult Bridge Program
- Adolescent Bridge Program
- Outpatient Psychiatry
- Psychiatric Crisis Hotline
- Professional Education
- Transgender Counseling
- Transgender Education, Outreach and Support in Schools

SUBSTANCE ABUSE

- Project Engage
- Outpatient Substance Abuse Program
- Hero Help
- Annual Addiction Medicine Symposium
MENTAL HEALTH – PROGRAMS/STRATEGIES
Behavioral Health Integrated with Primary Care

The impact of behavioral health conditions on public health is staggering, presenting a complex array of urgent, costly and often challenging needs for individuals and their families, as well as health care providers. While traditional behavioral health services are available for individuals with existing or suspected mental illness, accessing the same services can be much more difficult for individuals who present with behavioral health problems as part of their unique medical concerns.

Christiana Care aims to improve provider and patient access to behavioral health services. Christiana Care provides integrated behavioral health services in medical specialty areas. Three psychologists are dedicated to working at Christiana Care’s Helen F. Graham Cancer Center & Research Institute, serving both inpatients and outpatients. A psychologist in a consult liaison capacity is dedicated to the heart and vascular service, providing a wide array of clinical, educative and support services to patients and colleagues.

A behavioral health consultant/psychologist in the Wilmington Adult Medicine Office works with patients who have reported that if services were not offered in this setting, they would likely not seek services elsewhere. Christiana Care intends to embed a social worker in a number of primary care physician practices that have expressed a need and desire for such support.

**Strategies:** Integrated care to allow for improved access to care and improved outcomes through whole person care.

**Resources:** This initiative currently has 14 full-time employees, including one director and 13 behavioral health consultants.

**Expected Outcomes/Goals:** The expected outcome is that we will be able to reach more people who are in need of care for behavioral health conditions and that through this pathway we will see better medical compliance and decreased use of emergency department, crisis and inpatient services.

Perinatal Mental Health Program

The Center for Women’s Emotional Wellness at Christiana Care offers a comprehensive program to women during pregnancy and after delivery. A behavioral health specialist meets with women with perinatal mood disorder and/or perinatal anxiety to assess and address emotional and mental health needs.

**Strategies:** Services include counseling for mothers of newborns and their families, medication consultation and management and collaboration with physicians to develop a care plan for mother and family. Counseling is also available for women who have a history of mental illness and are planning to become pregnant.

**Resources:** The Center has three staff, including a licensed clinical social worker, a licensed psychologist and an advanced practice nurse board-certified in psychiatry. The Center has a patient telephone line answered by half-time administrative staff lent to the Center by the Department of Women and Children’s Health. This line is answered daily during business hours; after hours, patients can access Christiana Care’s 24-hour psychiatric crisis line. The Center’s clinical staff also operate a triage line for providers in the community who have concerns about patients.

**Expected Outcomes/Goals:** Universal screening to identify at-risk and symptomatic moms; treatment for women experiencing psychiatric or emotional difficulties with medication management and outpatient therapy services; professional education to providers interested in screening for depression for the perinatal population; and conducting community outreach on the programs described above.

One area for future exploration is outreach to pediatric care providers with a goal of developing a stronger connection to these providers. This could extend the program’s reach to women who may no longer have contact with their obstetricians.

The Center is actively working to establish a local chapter of Postpartum Support International with other community providers, in order to enhance peer support models of care and coalition building.
Climb Out of the Darkness

Staff from the Center for Women’s Emotional Wellness help to organize and participate in this annual event to raise awareness of maternal mental illnesses like postpartum depression, anxiety, OCD, PTSD, psychosis, bipolar/peripartum onset and pregnancy depression and anxiety.

Maternal Mortality Review Board

The Center’s licensed clinical social worker sits on this government appointed review board.

Adult Bridge Program

The Christiana Care Adult Bridge Program provides adults with rapid access to mental health evaluation, care planning, cognitive behavioral therapy and transition to primary care or community-based providers as appropriate. Services include help to address common behavioral health issues such as stress, depression, anxiety, relationship conflicts and other common issues.

Strategies: Providing a place for those patients who would benefit from short-term therapy to be seen more rapidly, thereby improving the access to care and improving outcomes.

Resources: This program is supported by the equivalent of two full-time employees.

Expected Outcomes/Goals: The goals of this program are to identify appropriate participants, provide them with short-term therapy and increase their quality of life while also decreasing the need for crisis intervention.

Adolescent Bridge Program

Christiana Care provides rapid access to individualized evaluation, care planning and therapy for children and adolescents age 12 and older. This program offers free group therapy sessions to middle school and high school students to address such areas as school anxiety, substance abuse, bullying, anxiety and mood disorders.

Strategies: Provide multi-modal therapy options in order to ensure that we are accurately identifying and working on the appropriate goals while also coordinating with the school and parent/guardian to ensure true continuity of care for the adolescent.

Resources: This program has two full-time employees.

Expected Outcomes/Goals: The goals of this program are to provide support for the family structure and the child in order to gain the appropriate tools to remain in school and have improved quality of life.

Outpatient Psychiatry

Through the Outpatient Psychiatric Practice, a team of behavioral health professionals offers comprehensive evaluation and treatment. The practice provides therapy for problems related to emotional or mental health, including post-traumatic stress disorder, anxiety and panic attacks, depression, relationship and family problems, bipolar disorder, issues of transition, loss and grief and many more. The interdisciplinary team includes psychologists, social workers, psychiatric nurses, mental-health counselors and board-certified psychiatrists.

Services include:

- Individual, group, couples and family therapy.
- Cognitive behavioral therapy and psychotherapy.
- Medication management in conjunction with ongoing psychotherapy.
- Psychodynamic techniques and holistic techniques, including mindfulness and meditation and lifestyle development and optimization.
- Psychological evaluations and psychological testing.
- Transcranial magnetic stimulation (TMS) outpatient therapy for patients suffering from depression.
**Strategies:** To provide outpatient medication management as well as other evidence-based interventions including TMS and brief therapy to the adult population in order to create psychiatric stability. Also provided are therapeutic services for the adolescent population through individual, group and family therapy with the goal of supporting the adolescent through struggles such as social anxiety, depression or situational struggles like bullying and behavioral struggles.

**Resources:** We are utilizing psychiatrists, social workers and family therapists.

**Expected Outcomes/Goals:** The goals of this program are to stabilize adult patients through brief therapy and monthly visits with the psychiatrist and for those that can to assist in transitioning them to their primary care physicians for continued medication management. The goal for adolescents is to help the family system and the adolescent to learn appropriate techniques for self-care and to have the adolescents have success in home and school settings.

**Psychiatric Crisis Hotline**

Christian Care’s Psychiatric Crisis Team includes specially trained registered nurses who are available on a 24-hour hotline for emergency response. The team offers immediate intervention for those in crisis because of psychiatric illness.

**Strategies:** Provide a resource to the community that gives us the ability to assist in crisis via telephonic intervention and assist individuals in receiving the care that is needed, which is often an evaluation in our psychiatric emergency services area.

**Resources:** The staff of the Psychiatric Emergency Service area at Wilmington Hospital work the crisis hotline 24/7 and each shift has at minimum one RN, one psychiatric social worker and one behavioral health specialist.

**Expected Outcomes/Goals:** The goals are to maintain the patients’ safety, coordinate care and provide the appropriate level of care.

**Professional Education**

CCHS is creating two distinct training programs in behavioral health which include a Psychology Internship program and a Psychiatry Residency Program. Directors of each program will be hired to coordinate and oversee these programs.

Behavioral Health Services will also continue to conduct Grand Rounds at CCHS and at other hospitals in the region, with all area providers invited to attend. CCHS staff will continue to present at lectures, symposia and conferences.

**Strategies:** Trainees in these programs will directly care for patients under the supervision of faculty, thereby increasing the number of providers available to deliver behavioral health care to the community. Training these behavioral health professionals will increase the likelihood that they will stay in the community beyond their training and strengthen our permanent behavioral health workforce.

**Resources:** Two full-time employees are dedicated to those roles.

**Expected Outcomes/Goals:** The goal is to continue to serve patients with behavioral health needs by expanding our resources to provide education and training to increase the number of behavioral health specialists available to serve our community.

**Transgender Counseling**

Christian Care is working to advance knowledge about LGBTQ topics among staff and the broader community by conducting outreach and education on these issues. Since the transgender community is relatively small, approximately 2,800 individuals statewide, many transgender women and men are isolated and unaware of other transgender people in the community and resources that could be helpful to their transition. Christiana Care provides a support group for the transgender population. Individual therapy is also available to members of the group.

**Strategies:** To provide a population that often feels unsupported and judged in a traditional counseling setting with expert care and the feeling of community that makes a significant difference in a patient’s quality of life.

**Resources:** We are utilizing a part-time therapist for this position.

**Expected Outcomes/Goals:** The goal of this program is to support a highly vulnerable population throughout the different stages of transition including education to community partners and family members of the individual.
Transgender Education, Outreach and Support in Schools

Christiana Care clinicians work with adolescents and their schools to create plans on how to support the student through transitioning.

Strategies: The work within schools is being done to ensure to the best of our ability that patients are feeling fully supported through an often difficult transition as well as assisting the schools in understanding the patients’ needs and how to best meet them.

Resources: The transgender counseling therapist sees students on a part-time basis throughout the school year.

Expected Outcomes/Goals: The goal is to help support both the adolescent and the school system to appropriately support the student and the staff through the transition.

SUBSTANCE ABUSE — PROGRAMS/STRATEGIES

Project Engage

Project Engage is an early intervention program designed to help substance using hospital patients and community members connect with community-based substance use disorder treatment programs. This is a program of peer Engagement Specialists and social workers and is a partnership with Christiana Care Health System and Brandywine Counseling and Community Services. This program serves Christiana Care patients and community members as described below.

Christiana Care Patients

Substance-abusing patients in the emergency department or admitted to the hospital are referred to Project Engage staff. Engagement Specialists work with patients to provide education on the dangers of alcohol and drug use and work with social workers to connect them to community-based addiction treatment programs upon discharge. Project Recovery is a collaborative program with Project Engage staff and Behavioral Health Consultants who are embedded in Christiana Care primary care offices. Engagement Specialists and behavioral health counselors work together to support Christiana Care outpatients with addiction.

Pregnant Women

Pregnant women who are opioid dependent identified in the hospital or by their prenatal care provider may be referred to Project Engage for Recovery Support to help them connect or stay connected to addiction treatment programs, prenatal care and other psychosocial needs.

Construction Industry

Project Engage has teamed up with leaders in the construction industry to create a program that will provide education and facilitated referral to addiction treatment to construction employees and their family members. Employees of participating construction companies may also access Recovery Support after they complete addiction treatment. This program is funded by the construction industry, the second-highest substance-abusing industry.

Strategies: Through early intervention, the program is designed to help substance-using patients and community members connect with community-based addiction treatment programs.
Resources: Christiana Care funds approximately $1 million of the $1.2 million annual direct program expenses to support the Project Engage team. Staff includes nine engagement specialists and a clinical program manager employed by Brandywine Counseling and five Christiana Care staff including a senior program manager, two social workers, a medical director, a program assistant and research support and evaluation from Christiana Care’s Value Institute. The remaining program expenses are covered by Medicaid insurers and the construction industry.

Expected Outcomes/Goals: The goals for Project Engage include approximately 2,000 engagements with in-hospital and emergency department patients. Under the mother and child program, the goal is universal screening of pregnant women for opioid dependency and enrolling 20 women annually in the mother and child program with the outcome of reduced hospital costs and emergency department admissions after birth. The goal for the community program is to carry a 20-patient caseload of Medicaid patients and to reduce hospital costs and readmissions by keeping these participants healthy and out of the hospital. The construction industry program’s goal is to initiate the project and begin serving workers from the industry by referring them to services. Since 2012, Project Engage staff have worked closely with Christiana Care’s Value Institute to develop research studies to better understand this population and effective interventions.

Outpatient Substance Abuse Program
This is a pilot program to treat patients who are being seen in Christiana Care providers’ outpatient practices.

Strategies: To provide treatment and services to the substance abuse population through the use of medication assisted treatment as well as psychiatric treatment as needed. The patients are also provided with substance abuse individual and group therapy with specially trained addiction therapists.

Resources: An addiction psychiatrist and internist along with two addiction therapists and a case manager.

Expected Outcomes/Goals: The goal of this program is to support adults in our community faced with addiction and/or co-occurring issues using evidence-based treatments including medication, group and individual therapy to assist them in entering and maintaining recovery from addiction.

Hero Help
Through this developing initiative led by the New Castle County Police, peer specialists assist when police identify individuals who are addicted and discuss treatment options with them.

Strategies: This is a new partnership between New Castle County Police and Project Engage. The program is currently under development, so strategies, resources and outcomes are to be determined.

Annual Addiction Medicine Symposium
Christiana Care holds an annual addiction medicine symposium at the John H. Ammon Medical Education Center. This annual symposium focuses on addiction medicine and treatment and brings together hundreds of participants each year.

Strategies: Address addiction-related issues through networking and sharing information on addiction medicine.

Symposium Resources: Christiana Care staff time, attendee registration fees, vendor and sponsorships for local addiction treatment providers and Addiction Technology Transfer Center.

Expected Outcomes/Goals: Provide education to over 100 attendees each year.
VIOLENCE AND PUBLIC SAFETY

The issue of violence and public safety is a problem recognized by key community stakeholders and Christiana Care senior leaders. Community concern led to the Centers for Disease Control and Prevention (CDC) agreeing to study violence in Wilmington as a public health concern.

GOALS AND OBJECTIVES

Support community programs to reduce violence.

Support community programs to improve safety.

SUMMARY OF PROGRAMS

VIOLENCE INTERVENTION AND PREVENTION
- You Only Live Once (YOLO)
- We Are the Why Program
- Say Something
- Ripple Effect
- Choice Road
- Cease Violence Wilmington

TRAUMA PREVENTION
- ThinkFirst for Teens
- ThinkFirst for Kids
- Distracted and Impaired Driving Simulators
- Taking a Stand Against Falls
- A Matter of Balance

COALITION WORK
- DE Coalition for Injury Prevention
- Safe Kids Delaware
- Safe Kids New Castle County
- Delaware Office of Highway Safety
VIOLENCE INTERVENTION AND PREVENTION — PROGRAMS/STRATEGIES

These are community programs in which the violence prevention coordinator participates or speaks at events that focus on the violence in the community.

You Only Live Once (YOLO)

You Only Live Once is a violence prevention program designed to educate adolescents about the consequences of violence on the victim and the family. Schools bring adolescents to visit the hospital in groups of 30 to watch a re-enactment of a trauma resuscitation in the hospital simulation lab. The Christiana Care violence prevention coordinator leads discussions about choices following the presentations. The program promotes discussion about the people affected by violence and offers youth the opportunity to speak with and ask questions of health care professionals. It is not the intent of this program to upset or frighten students, but rather to offer them an honest and unrestricted look at the consequences of violence. It is our hope that after participating in this program, students will be less likely to place themselves in situations in which they might become either the victims or perpetrators of violence.

We Are the Why Program

A presentation called “We Are the Why” is a partnership among Christiana Care, the United Way of Delaware, Wilmington Police Department, Seafood Police Department, Dover Police Department and the Boys & Girls Club of Delaware. The program gives young men a chance to learn about the consequences of gun violence and the dangers of being confrontational during police interactions. The collaboration grew out of work on life-saving training programs for teenagers and young adult men of color. It is intended to teach youth about having more positive interaction with law enforcement.

Say Something

Say Something is a violence-prevention video, developed in partnership with Christiana Care, Nemours/Alfred I. DuPont Hospital for Children, the New Castle County Police Department and the Colonial School District. The film, used for trauma prevention presentations in schools and community organizations, is designed to encourage children to speak up when they experience or witness violence. The film is followed by a discussion facilitated by a Christiana Care health professional that focuses on possible solutions to help reduce violence in our community.

Ripple Effect

Ripple Effect is a 28-minute documentary filmed at Christiana Care. The documentary depicts scenes from the trauma bay during actual trauma resuscitations. It also includes an honest interview with a patient who talks about his injuries and how personal choices led to these injuries suffered secondary to violence. Medical professionals including physicians, trauma nurses, family support staff and mental health specialists are interviewed throughout the documentary. A medical professional concludes the program with a discussion of the documentary.

Choice Road

This program is designed for adolescents in grades 6 to 12. The presentation includes a 15-minute film where a 16 year-old boy joins a gang, is shot and becomes a quadriplegic. Following the film, the violence intervention and prevention coordinator leads a discussion with a former trauma patient from Christiana Care and/or a local rap artist known in Delaware for his community activism and positive messages. The intent of this program is to engage the youth in a frank and engaging discussion of “choices” and consequences.

Cease Violence Wilmington

Christiana Care works in collaboration with Cease Violence Wilmington, a nationally recognized program, which takes a public health approach to prevent gun violence. Christiana Care patients who are victims of violence are informed of post-discharge resources available to them, provided by Cease Violence Wilmington Outreach Workers. Cease Violence Wilmington engages communities and individuals to change behavior and choose nonviolent solutions to resolve conflict. The program employs individuals who are known and respected in their community. These individuals, known as “violence interrupters,” build relationships with people who live in neighborhoods that are hotspots for violence and they teach non-violent conflict resolution and prevent violence among people in that community.

Strategies: Using community engagement, education, peer leader presentations and collaboration as tools to reduce the incidence of violence.
Resources: Christiana Care’s violence intervention and prevention program includes a social worker, nurse and physician serving as core staff, with other Christiana Care staff working on or interested in the issue invited to monthly committee meetings.

Expected Outcomes/Goals: Program goals include conducting community outreach, presenting on the programs outlined above, visiting every victim of violence being treated at Christiana Care’s trauma center, collaborating with Cease Violence Wilmington and, in conjunction with the Value Institute, conducting research and evaluating these various interventions. Over the next year, a resource packet will be developed that identifies resources available to patients who have been victims of violence and provides them with navigational assistance to access the programs. Project Engage, Brandywine Counseling, Cease Violence Wilmington and Movement for a Culture of Peace are among the programmatic partners. Christiana Care also supports the work of the Hope Commission as a community partner engaged in addressing the needs of individuals following incarceration. The long-term outcome from this work is to achieve a reduction in violence in Wilmington and ultimately the state of Delaware.

TRAUMA PREVENTION – PROGRAMS/STRATEGIES
These are community programs in which the Christiana Care injury prevention coordinator participates or speaks at events in the community that focus on trauma and injury. Falls among the elderly and automobile accidents are the top two reasons for trauma-related injuries treated at Christiana Care.

ThinkFirst for Teens
ThinkFirst is a program presented by the Christiana Care prevention coordinator in urban and suburban schools and at organizations for adolescents such as the Girl Scouts and the YMCA. The program addresses trauma injuries and is a national program presented to middle and high school students. Topics covered include highway, helmet, bike and sports safety and other recreational/risk-taking behaviors. The program teaches adolescents about injuries and how they happen, how to prevent them and the consequences of injuries, with an emphasis on brain and spinal cord injuries. Trauma survivors present along with the coordinator and tell their stories and how the injury has impacted their life forever. The program coordinator attends monthly meetings with National ThinkFirst program coordinators.

ThinkFirst for Kids
The Christiana Care prevention coordinator presents this modified version of the national ThinkFirst for Teens program for students in grade one to five. Topics discussed with this group include using seatbelts, helmet, bike, pedestrian, playground and gun safety.

Distracted and Impaired Driving Simulators
The Christiana Care prevention coordinator presents this program that addresses traumatic injury resulting from car crashes. These simulators demonstrate the consequences of distracted and impaired driving and are utilized for adolescents and the adult population.

Taking a Stand Against Falls
The Christiana Care prevention coordinator presents this program that addresses trauma admission related to falls and is intended to teach older adults about preventing falls. Presentations are made to senior groups including senior centers, civic associations and/or senior living complexes.

A Matter of Balance
The Christiana Care prevention coordinator presents this national program that educates participants on the topic of preventing falls in the community. The program is coordinated by the State of Delaware and Christiana Care is a host site of the program. A Matter of Balance is an eight-week program that is offered five times a year on the Christiana Campus.

Strategies: The program strategies include developing, presenting, evaluating and organizing injury prevention programs that target the top mechanism of injuries that present to Christiana Care’s trauma program.

Resources: The Christiana Care trauma program employs one full-time injury prevention coordinator to address injury prevention efforts. Christiana Care resources include the transportation and salary of the trauma program’s injury prevention coordinator, paying a stipend to the trauma survivor and purchasing giveaways for program participants.

Expected Outcomes/Goals: Program goals include conducting and expanding outreach further into the community and schools, presenting on programs outlined above, improving education on falls prevention by
developing a program to screen inpatients for fall risks and educating high risk patients and their families prior to discharge about fall prevention, researching programs throughout the country and implementing any new programs and conducting research and evaluating the interventions in conjunction with the Value Institute. The publication of our research and evaluations for the programs and experiences will increase the knowledge available for evidence based injury prevention programs, locally and beyond. The long-term outcome from this work is to raise awareness about injuries and how they can be prevented throughout the state and surrounding regions with the ultimate goal of reducing the number of injuries.

**COALITION WORK — PROGRAMS/STRATEGIES**

**Delaware Coalition for Injury Prevention**

Participate in quarterly meetings of the statewide coalition and serve as co-chair of its falls prevention subcommittee. The coalition provides a forum where information is shared on evidence-based programs and strategies as well as injury prevention efforts taking place in Delaware. The group also collaborates on injury prevention efforts/projects throughout the year.

**Safe Kids Delaware and Safe Kids New Castle County**

Participate in quarterly meetings of Safe Kids Delaware and ten meetings per year of Safe Kids New Castle County. This coalition also collaborates on injury prevention efforts/projects throughout the year.

**Delaware Office of Highway Safety**

The injury prevention coordinator collaborates throughout the year with the Delaware Office of Highway Safety on highway safety related injury prevention projects.

**Strategies:** The overall strategies utilized in coalitions are to cooperate with various stakeholders and bring resources together in order to create effective injury prevention programs.

**Resources:** The resources utilized include grants provided through state agencies and the coalitions to help fund some of the injury prevention initiatives. In addition, the stakeholders provide staff and other resources to coordinate and implement the events.

**Expected Outcomes/Goals:** The goal of this coalition work is to bring stakeholders together and, through cooperation and the sharing of resources, increase awareness to a larger number of people in order to reduce overall injuries.
The high rate of unintended pregnancy, premature births and infant mortality are serious community health problems in New Castle County. Needs assessment data show that there are disparities across race and ethnicity among low birth-weight babies. Although collaborative state-based programs have shown success in reducing the number of infant deaths within the first year of life, Delaware’s infant mortality rate remains above the national average. There are also racial disparities, as the rate among Black/African Americans is more than twice the rate of White/Caucasian infants. The City of Wilmington has the State’s highest infant mortality rate, far exceeding the remainder of New Castle County, Kent and Sussex Counties.

GOALS AND OBJECTIVES

Increase preconception health and prenatal care for pregnant women.
Reduce the unintended pregnancy and premature birth rate.
Reduce infant mortality.

SUMMARY OF PROGRAMS

PREGNANCY PREVENTION
- Alliance for Adolescent Pregnancy Prevention
  - Be Proud! Be Responsible!
  - Making Proud Choices
  - Wise Guys
- Long-Acting Reversible Contraception Program

PRECONCEPTION HEALTH, PRENATAL CARE AND INFANT MORTALITY
- Healthy Beginnings Program
- Health Ambassadors Program
- School-Based Health Centers

COALITION WORK
- Delaware Healthy Mother and Infant Consortium
- Fetal Infant Mortality Review Meetings
- Delaware Birth Defects Surveillance Registry Program
- Summit on Maternal and Child Health

WOMEN AND CHILDREN’S HEALTH
- Neonatal Abstinence Syndrome Program

MATERNAL AND CHILD HEALTH SUPPORTIVE PROGRAMS
- Breastfeeding Peer Counseling Program
- Lactation Program
- Breastfeeding Consults
- Breastfeeding Hotline
- Moms Heal • Mother/Baby Class
- Center for Women’s Emotional Wellness
PREGNANCY PREVENTION — PROGRAMS/STRATEGIES

Alliance for Adolescent Pregnancy Prevention
The Center for Community Health’s Alliance for Adolescent Pregnancy Prevention (AAPP) works to reduce the number of teenagers who are sexually active, become pregnant and become teen parents. The AAPP offers educational programs for young people and their parents. It also serves physicians, educators, nonprofit groups and anyone providing care for teens and their families. The AAPP provides sexual health education in a variety of formats including the following:

Be Proud! Be Responsible!
An STI/HIV prevention education program for teens 13-18 years of age in school and community settings.

Making Proud Choices
A safer sex approach to STDs, teen pregnancy and HIV prevention targeting ages 11 to 13.

Wise Guys
Designed to prevent adolescent pregnancy by reaching adolescent males. The program acknowledges young males as “whole” individuals with a variety of needs and desires.

Strategies: Educators provide sexual health education across the state in schools and community settings working with our partner Planned Parenthood.

Resources: The program is managed by a senior program manager and supported by a staff assistant. There are two full-time educators and three to four community-based educators. The program is supported by $330,000 in annual funding from the Delaware Division of Public Health, Department of Health and Social Services.

Expected Outcomes/Goals: Program goals include increased knowledge of reproductive health and increased knowledge about life planning. Expected outcomes are a decrease in the number of unintended pregnancies and the incidence of STIs.

Long-Acting Reversible Contraception Program
Doctors, nurse practitioners and nurse midwives receive training in long-acting reversible contraception (LARC) and other contraceptive options through a new state initiative called Delaware CAN (Contraceptive Access Now), intended to reduce the number of unintended pregnancies in Delaware. LARC options include the Nexplanon implant and IUDs (intrauterine devices) - considered among the most effective, safe contraceptives. As a result of training and coordination between the two service lines of Primary Care & Community Medicine and Women & Children’s, Christiana Care’s Primary Care and OB-GYN clinicians can offer LARC options as an in-office procedure or with immediate referral. The goal is to provide more options for women as a means of avoiding unplanned pregnancy.

Strategies: Make LARC available system-wide. Nexplanon will be offered at the school-based health centers in the Brandywine school district and we are discussing expanding Nexplanon to other school districts as well.

Resources: Provide training to all Christiana Care primary care and women’s health providers to assure that they can offer LARC to all reproductive-age women. Christiana Care also provides funding to support the LARC initiative.

Expected Outcomes/Goals: The goal is to achieve greater satisfaction with women’s health service availability. The expected outcome is a reduction in unintended pregnancies.

PRECONCEPTION HEALTH, PRENATAL CARE AND INFANT MORTALITY — PROGRAMS/STRATEGIES

Healthy Beginnings Program
Christiana Care’s Healthy Beginnings program, in partnership with the Delaware Division of Public Health, brings together preconception care, which identifies and addresses risks to future pregnancy; pregnancy planning to guide women through the critical first steps that can set the stage for a healthy pregnancy; and prenatal care that ensures the well-being of mother and baby from conception to childbirth. The program uses a team approach including doctors, nurse practitioners, nurse educators, social workers, resource mothers, dieticians and case managers.

Strategies: Preconception care identifies and addresses risks to future pregnancy, provides support through the critical first steps to set the stage for a healthy pregnancy and helps to ensure the well-being of mother and baby from conception to childbirth. It is an important component of the strategy to reduce the rate of premature births and infant mortality.

Resources: Healthy Beginnings is available at Christiana Care’s OB/GYN practices and has received a $1.3 million grant renewal from the Delaware Division of Public Health.
Health to continue the program through June 2017 to address the risk factors that can lead to disparities in birth outcomes, including access to quality health care, maternal health and social and racial stressors and inequities.

**Expected Outcomes/Goals:** Engage women to help identify and address future pregnancy risks to improve birth outcomes.

**Health Ambassadors Program**

Christiana Care’s Center for Community Health oversees the Health Ambassadors Program. It is a community health intervention intended to improve maternal and child morbidity and mortality. This program was created to promote health before, during and after pregnancy. It connects pregnant women and families to health care, social services and education. A Christiana Care team consisting of five community health workers conducts outreach within high-risk zip codes in the Wilmington metro area with some of the lowest maternal and child health indicators in the state. The health ambassadors work with community partners including Henrietta Johnson Medical Center, St. Francis Healthcare, Westside Family Healthcare and the Wilmington Hospital Health Center.

**Strategies:** Ambassadors directly refer community members to home visiting services. This is done by connecting with them one-on-one; by sending the referral to the home visiting agency; and following up with both that agency and the community member to ensure the process has been completed. The program bridges the gap between the health care system and community resources.

**Resources:** The program will continue through September 2017 with a staff that will include two ambassadors and a part-time program coordinator. The program is funded by a Delaware Division of Public Health grant totaling $150,000 from October 2016 to September 2017 and Christiana Care is exploring a sustainability plan.

**Expected Outcomes/Goals:** Program goals include health ambassadors’ grassroots outreach, direct connection and presence in the community to increase access to health care, social services and education for pregnant women and families. The expected outcome is helping to reduce the infant mortality rate in Delaware.

**School-Based Health Centers**

Of the state’s 29 School-Based Health Centers (SBHCs), Christiana Care operates 15 in New Castle County schools in partnership with school districts and the Delaware Division of Public Health, Department of Health and Social Services. The centers help teens overcome obstacles to receiving good health care; and provide information on pregnancy prevention and STD prevention and treatment. Services provided at SBHCs complement the primary care provider’s care. A doctor, nurse practitioner, licensed clinical social worker and registered dietitian comprise a multidisciplinary team at each school to provide comprehensive medical and mental health care, treatment and health education to promote healthy lifestyles.

**Strategies:** Wellness centers help teens overcome many obstacles to receiving good health care, such as lack of transportation, inconvenient appointment times and worries about cost and confidentiality.

**Resources:** Christiana Care is operating 15 centers and each has a coordinator who is a social worker or nurse practitioner, a registered dietitian and an administrative assistant. The centers are supported by an administrative director, medical director, SBHC supervisor and a program assistant. The centers receive funding from the Delaware Division of Public Health, Department of Health and Social Services, with support totaling $2.1 million annually.

**Expected Outcomes/Goals:** Goals for the SBHC’s are to increase access to care for the adolescent population, increase immunization rates and provide education around health topics including reproductive health, healthy eating and physical activity. Goals include increasing enrollment from an average of 60% to 62% between 2017 and 2019 and an increase in visits from 24,000 to 24,500 during the same time period. Expected outcomes also include a decrease in unintended pregnancies and a decrease in STDs through education, screening and treatment.
COALITION WORK — PROGRAMS/STRATEGIES
Delaware Healthy Mother and Infant Consortium

Christiana Care participates in a consortium with other professionals in the health care field to determine factors that can result in infant mortality.

**Strategies:** The consortium’s mission is to provide statewide leadership and coordination of efforts to prevent infant mortality and to improve the health of women of childbearing age and infants throughout Delaware.

**Resources:** The DHMIC is chaired by Dr. David Paul, Chair of Pediatrics at Christiana Care. Christiana Care providers contribute through participation in this perinatal cooperative and by serving on various consortium subcommittees.

**Expected Outcomes/Goals:** The goal is to help women be in optimal health before pregnancy. Helping women be healthy and change behaviors is part of the solution. The consortium also looks to address the issue at the level of society and public policy, community and neighborhood environment, health care and social service providers, racism and discrimination and the power within women themselves.

Fetal Infant Mortality Review Meetings

Christiana Care providers participate in meetings with the State of Delaware to review medical charts of mothers who have had infant losses. Out of these meetings, recommendations are made for improvements in education and patient care for expectant mothers to decrease infant loss.

Delaware Birth Defects Surveillance Registry Program

Christiana Care providers administer the surveillance program and maintain the registry database. Christiana Care staff also conduct research and analysis on children with birth defects and provide leadership in efforts to identify health, environmental and genetic risk factors which could lead to pinpointing the causes and prevalence of birth defects.

Summit on Maternal and Child Health

Christiana Care helps to organize and sponsor an annual summit on maternal and child health that brings together hundreds of Delaware health professionals who gain new knowledge and learn of opportunities for collaboration.

WOMEN AND CHILDREN’S HEALTH

**Neonatal Abstinence Syndrome Program**

Christiana Care operates a specialized nursery for delicate newborns with neonatal abstinence syndrome. Neonatal abstinence syndrome occurs when babies are exposed to narcotics during pregnancy. After birth, these babies can show withdrawal symptoms, including irritability, disturbed sleep patterns, difficulty feeding, gastrointestinal upsets, tremors, seizures and poor weight gain. They are often hard to calm and need special care and a quiet environment where they can be comforted and nourished and where they can grow developmentally. The nursery has dedicated rooms designed as single-family units.

**Strategies:** Move babies out of the Neonatal Intensive Care Unit (NICU), allowing newborn babies to be cared for in a family-centered environment.

**Resources:** Christiana Care provided funding to build this specialized nursery and dedicates a specially trained nurse practitioner to the program.

**Expected Outcomes/Goals:** Reduced length of stay in the hospital for newborns with neonatal abstinence syndrome and care provided in a more appropriate and less costly setting than the NICU.

**Breastfeeding Peer Counseling Program**

The breastfeeding support group provides support to mothers throughout New Castle County, helping them by addressing questions and supporting them in breastfeeding.
Lactation Program
Christian Care lactation consultants visit breastfeeding mothers from Christiana Care hospitals, both inpatient and outpatient, to assess needs and provide support to increase breastfeeding initiation and duration.

Breastfeeding Consults
Christian Care lactation consultants visit every mother-to-be admitted to Christiana Care Health System to assess a mother’s needs related to breastfeeding. If necessary, a full consult is provided.

Breastfeeding Hotline
Through this hotline, a lactation consultant is available by phone eight hours per day, Monday through Friday, to answer questions and give support and instruction to any breastfeeding mother in the community.

Moms Heal
A free weekly support group for pregnant women and new moms helps with adjustment challenges, depression, anxiety during pregnancy and after the baby is born, coping methods and concerns during the adjustment period and challenges of new motherhood.

Mother/ Baby Class
This weekly class helps new mothers in New Castle County bond with their baby and provides a forum where information is shared regarding new infant development questions. The class offers support and education and helps the new mother in many facets of new motherhood.

Center for Women’s Emotional Wellness
The center provides support to new mothers who may be suffering from a perinatal mood disorder and/or perinatal anxiety. (See Perinatal Mental Health Program above.)

Strategies: Groups and consultation in support of new mothers and their newborn babies.

Resources: Christiana Care provides rooms for the support groups and staff to lead certain support groups and conduct consultations.

Expected Outcomes/Goals: The expected outcome is helping to improve the experience and health of new mothers and their babies.

Significant Health Needs Not Addressed Through This Plan
As discussed earlier in this report, the social determinants of health are closely tied to people’s health risks and outcomes. While many social determinants of health (such as poverty, food insecurity and violence) are addressed through this Implementation Plan, there are other determinants that are beyond the scope of the plan.

Transportation: Christiana Care provides shuttle bus transportation services between the Wilmington Hospital campus and the Christiana Hospital campus to help address transportation for community members needing health services. However, in this plan Christiana Care will not focus on addressing broader transportation needs due to a lack of infrastructure and expertise on this need.

Housing: Christiana Care will assist with referrals to the Delaware Medical-Legal Partnership. When appropriate, the Partnership may assist with eviction defense or fight utility shut-offs to help families maintain adequate and stable housing. Christiana Care will also seek opportunities to support community efforts that address housing issues. However, at this time, Christiana Care will not dedicate specific additional resources to address housing issues due to a lack of infrastructure and expertise on this need.

Employment: Christiana Care is a significant employer in New Castle County. While there are significant pockets of unemployed populations in the area, at this time Christiana Care does not plan on addressing the overall employment need due to a lack of infrastructure and expertise, but will support the efforts of community partners to enhance job and career opportunities.
This plan demonstrates the ongoing commitment of Christiana Care Health System to addressing significant community health needs in New Castle County. We will continue to collaborate broadly in our community with our neighbors and our colleagues in health care, government, business, educational and nonprofit organizations to meet the needs of the residents in our service area and all the populations we serve. Christiana Care’s collaborative approach with our neighbors, patients, families and other institutions is key to achieving optimal and equitable health in our community.

Supporting this commitment are our dedicated physicians, surgeons, nurses, health care professionals, community outreach coordinators and administrative staff who serve our neighbors with respectful, expert care, regardless of their ability to pay.

Information related to the strategies, goals and expected outcomes outlined in this plan will be reported annually in our filing of IRS Form 990 Schedule H. We invite the residents of our service area, New Castle County, to review this information to better understand the steps being taken, and the progress being made, to address the needs our community has identified as significant.

Anyone interested in learning more about the 2016 Community Health Needs Assessment or this Implementation Plan is invited to visit the Christiana Care website http://www.christianacare.org or contact Bettina Tweardy Riveros, Chief Health Equity Officer, at 302-733-1240 or Bettina.L.Riveros@christianacare.org.
APPENDIX

FACILITIES IN THE CHRISTIANA CARE HEALTH SYSTEM

Christiana Care Health System services are available at:

Christiana Hospital
4755 Ogletown-Stanton Rd., Newark, DE 19718

Wilmington Hospital
501 W. 14th St., Wilmington, DE 19801

Helen F. Graham Cancer Center & Research Institute
4701 Ogletown-Stanton Road, Newark, DE 19713

Concord Health Center
161 Wilmington-West Chester Pike, Chadds-Ford, PA 19317

Healthcare Center at Christiana
200 Hygeia Dr., Newark, DE 19713

Middletown Emergency Department
621 Middletown Odessa Rd., Middletown, DE 19709

Smyrna Health & Wellness Center
100 S. Main St., Smyrna, DE 19977

Christiana Surgicenter
4755 Ogletown-Stanton Rd., Newark, DE 19718

Eugene Du Pont Preventive Medicine & Rehabilitation Institute
3506 Kennett Pike, Wilmington, DE 19807

Roxana Cannon Arsht Surgicenter
12th & Jefferson Sts., Wilmington, DE 19801

Wilmington Annex
1400 Washington St. Wilmington, DE 19801
COMMITTEE MEMBERS: COMMUNITY HEALTH IMPLEMENTATION PLAN

The following individuals were part of the Community Health Implementation Plan committee. Committee members consulted with system leaders whose programs directly address and help our community members.

Janice Nevin, M.D.
Bettina Twardy Riveros
Staci Vernick
Rose Mili
Jennifer Baldino Bonett
Christiana Care is a private, not-for-profit regional health care system that relies in part on the generosity of individuals, foundations and corporations to fulfill its mission.