



St. Luke's / Jones Regional Medical Center (JRMC) Hospital's Community Health Improvement Plan

In Collaboration with Together! Healthy Linn and Jones County Public Health Work Group Improvement Planning

2022 - 2024

Priority Areas

Mental Health / Access

Joint Community Implementation Strategies

Need	Actions	Anticipated Impact	Hospital Role	Hospital Resources
<p>Increase capacity for mental health treatment</p>	<ul style="list-style-type: none"> • Collect data from available sources to identify opportunities to increase capacity for mental health support • Leverage non-traditional partners to provide mental health support based on data discovery • Increase awareness of mental health resources through a messaging/marketing plan 	<p>By July 1, 2025, we will increase capacity for mental health support in Linn County through engagement of community members and partners to develop solutions that enhance a culturally responsive and trauma-informed ecosystem.</p>	<ul style="list-style-type: none"> • Provide workforce and capacity data where appropriate to help inform opportunities • Continued leadership role in Linn County Mental Health Access Center • Increase cultural competence training of St. Luke's / JRMC team (scientifically supported). • Explore culturally adapted healthcare opportunities by learning from non-traditional partners 	<ul style="list-style-type: none"> • St. Luke's / JRMC, Abbe Health, Human Resources, Community Engagement Director, Marketing • Partnership with community agencies

			<p>to tailor healthcare to patients' norms, beliefs, values, language, and literacy skills (scientifically based).</p> <ul style="list-style-type: none"> • Participate in community messaging/marketing plan. Leverage St. Luke's / JRMCC social media platforms to increase awareness of mental health resources. • Help lead promotion and dissemination of Make It OK materials being developed for Black communities. 	
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Hospital Specific Implementation Strategies

Increase Access and Improve Health Infrastructure

Need	Action	Anticipated Impact	Internal Resources	Planned Collaboration
Increased access to mental health services	<ul style="list-style-type: none"> • Continue to offer Telemental health services (some evidence) • Additional Abbe Counselor at JRMCC 	<ul style="list-style-type: none"> • Improved mental health • Increased access to mental health services 	Abbe Health Services Staff, St. Luke's Hospital / JRMCC, UnityPoint Clinic (UPC)	St. Luke's Hospital/JRMCC, Abbe Health Services, UPC, Employee Assistance Program

	<ul style="list-style-type: none"> • Continue to offer mental health primary care integration (scientifically supported) • Continue to offer free Employee Assistance Program to St. Luke's / JRMC team members (some evidence) • Continue to offer same day access through Abbe Health and extended hours in therapy services. • Continue to be a community leader in accepting Medicaid across mental health and substance abuse service offerings. 			
Mental Health Parity	<ul style="list-style-type: none"> • Continued advocacy presence at state levels for mental health benefits legislation (scientifically supported) 	<ul style="list-style-type: none"> • Increased access to mental health services • Increased substance abuse disorder treatment 	St. Luke's Hospital/JRMC, Abbe Health Services, UPH	St. Luke's Hospital/ JRMC, Abbe Health Services, UPH Government Relations
Access to health insurance	<ul style="list-style-type: none"> • Health insurance enrollment support through Referral of patients to St. Luke's Financial Counselors (scientifically supported) 	<ul style="list-style-type: none"> • Decrease health disparity rate of uninsured in individuals who identify as Black/African American, Hispanic/Latino, and individuals who identify as two or more races. 	St. Luke's Financial Counselors	St. Luke's Hospital / JRMC, Abbe Health Services

Food Security

Joint Community Implementation Strategies

Need	Actions	Anticipated Impact	Hospital Role	Hospital Resources
Increase utilization and awareness of eligibility related to food resources in Linn County	<ul style="list-style-type: none"> Establish a mechanism for tracking data Develop a communications plan Deploy a centralized food resource website to share food resource information across agencies 	By October 1, 2025, low to moderate-income individuals and families in Linn County will have an increased understanding of available food resources	<ul style="list-style-type: none"> Participate in community messaging/marketing plan. Leverage St. Luke’s social media platforms to increase awareness of mental health resources. Continue to assess patients for food insecurities and provide referrals to community resources 	Community Engagement Director, Marketing Team, Social Workers, Case Managers

Lifestyle / Equitable Opportunities to be Physically Active

Joint Community Implementation Strategies

Need	Actions	Anticipated Impact	Hospital Role	Hospital Resources
Increase the utilization of free to low-cost options to be physically active across Linn County	<ul style="list-style-type: none"> Evaluate gaps in available resources to be physically active across Linn County. Increase motivation to use resources to be physically active. Disseminate information/education to the public to help support engagement with 	<ul style="list-style-type: none"> Increased physical activity Improved weight status Improved mental health Improved health outcomes 	<ul style="list-style-type: none"> Focus on St. Luke’s employee population to include: Continued hospital gym access (Continued On-Point Health Challenges for financial rewards for healthy behavior (some evidence) 	St. Luke’s Hospital / JRMHC Human Resources, Wellness Committee, Marketing Team, Abbe Aging Services

	<p>available options to be physically active for all residents. (some evidence)</p>		<ul style="list-style-type: none"> • Quarterly wellness resource sheet featuring low-cost and/or discounted wellness options in the community (some evidence) • Promote access MedQ green space and parks spaces to team members (some evidence) <p>Additional community programs:</p> <ul style="list-style-type: none"> • Activity programs for older adults through Abbe Aging Services and JRM (scientifically supported) • Screen time interventions for kids through recommendations on UPC – Pediatric discharge summaries (scientifically supported) 	
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Additional Lifestyle Needs from Jones County Needs Assessment

Need	Actions	Anticipated Impact	Internal Resources	Planned Collaboration
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Nutrition	<ul style="list-style-type: none"> • Telehealth for weight management nutrition and diabetes education. • Pre-diabetic classes • Monitor continuous glucose monitoring • Celiac support group 	<ul style="list-style-type: none"> • Monitor and decrease A1C levels 	Team members	JRMC
Chronic Conditions	<ul style="list-style-type: none"> • Chronic disease management program through JRMC Clinic case management (scientifically supported) • Continued JRMC Medical Homes for preventative, comprehensive and coordinated care (scientifically supported) 	<ul style="list-style-type: none"> • Improved outcomes for chronic conditions including heart failure, asthma, and diabetes • Reduced hospitalizations • Improved mental health • Improved preventative care • Improved quality of care 	<ul style="list-style-type: none"> • Case Management • Interdisciplinary team 	JRMC Clinic Case Management
Supports for Older Adults	<ul style="list-style-type: none"> • Falls risk assessment and personalized approaches in JRMC, UPC and UP@H (scientifically supported) • JRMC Paramedicine visits to the homes address frequent falls • Implementation of 3 telesitter monitors inpatient • Home care needs are met through opening UP@H home care in JRMC • Alzheimer's support group • Parkinson's support & experience group 	<ul style="list-style-type: none"> • Reduce falls • Reduce injuries 	Team members	JRMC Clinics, JRMC Ambulance, UP@Home

Clinical Preventative Services	<ul style="list-style-type: none"> Continued JRMC Clinic Medical homes for preventative, comprehensive and coordinated care (scientifically supported) Outreach and promotion of vaccines 	<ul style="list-style-type: none"> Increased preventative care 	JRMC Team	JRMC Clinics, Retail Pharmacy Clinic
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Community Safety / Prevention of Gun Violence

Joint Community Implementation Strategies

Need	Actions	Anticipated Impact	Hospital Role	Hospital Resources
Decrease engagement in gun violence in Linn County among populations who are disproportionately impacted	Implement Gun Violence Intervention (GVI) hospital intervention of referral of patient / family who is victim of gun violence to Waypoint / Foundation 2 prior to discharge from the hospital. (scientifically supported)	<ul style="list-style-type: none"> By October 1, 2026, 2026 there will be a decrease in number of shots fired incidents in Cedar Rapids, IA 	<ul style="list-style-type: none"> Train team on GVI model. Train team on referral process. Refer patients/family to Waypoint / Foundation 2 for services 	St. Luke's Social Workers, Emergency Department Charge Nurses, and House Supervisors
	Street Outreach and Community Norm Change	<ul style="list-style-type: none"> By August 1, 2026, the ReSET coalition will increase engagement of youth and young adults identified as high risk for engaging in group violence from 75 to 250 in 2026 through implementation of the group violence intervention strategy. 	<ul style="list-style-type: none"> St. Luke's Hospital will serve as a referral source for identified youth who are interested in our Vision U Mentorship Program (for at risk youth scientifically supported) 	Community Engagement Director, Team members who volunteer to be mentors

		<ul style="list-style-type: none"> • By August 2026, of the individuals engaged through street outreach, 30% of individuals identified through the GVI model will accept support and enroll in ongoing case management. Of those clients, 85% will be assessed using a Social Determinants of Health Assessment, 60% of clients will be referred to ongoing/support services based on identified needs. 		
	<ul style="list-style-type: none"> • Enhance Strategic Collaboration and Sustainability of Violence Prevention Efforts 	<ul style="list-style-type: none"> • By August 31, 2026, 80% of community partners engaged through community training and presentations will have an increased understanding of the intersection between violence and social determinants of health and racial inequity as captured through pre- and post-test assessment. • By August 31, 2026, community leaders will show a strong commitment to violence prevention work through establishment of ongoing funding structures, visual support of elected officials, and engagement of 	<ul style="list-style-type: none"> • Provide training to team members involved in the referral process. • Work with Mercy Hospital to spread process • Continued participation in GVI Committee 	<ul style="list-style-type: none"> • Social workers, emergency department charge nurses, house supervisors, Mercy Hospital representatives, Community Engagement Director

		coalition members of awareness of their role and participation in the implementation of violence prevention efforts.		
	<ul style="list-style-type: none"> Promote a comprehensive anti-violence public engagement campaign 	<ul style="list-style-type: none"> By August 31, 2026, the violence prevention public engagement campaign will reach 110,000 of individuals living in Cedar Rapids through social media, community events, and targeted outreach messaging. By August 31, 2026, there will be a 3% increase in the percentage of middle and high school students in Linn County who believe violence is not an acceptable way to resolve conflict from 79.7% in 2018 to 82.7% in 2026 as captured in the Iowa Youth Survey. 	<ul style="list-style-type: none"> Participate in community messaging/marketing plan. Leverage St. Luke's social media platforms to increase awareness of mental health resources. 	Community Engagement Director, Marketing Team

Hospital Specific Implementation Strategies

Need	Action	Anticipated Impact	Internal Resources	Planned Collaboration
Address domestic violence and disparity in women	<ul style="list-style-type: none"> Blue Dot screening and follow-up for intimate 	<ul style="list-style-type: none"> Reduce domestic violence and disparity 	St. Luke's /JRMC Team	St. Luke's / JRMC

who identify as Black / African American	partner violence (some evidence)			
Address violence in the workplace	<ul style="list-style-type: none"> Further De-escalation and MOAB training for team members 	<ul style="list-style-type: none"> Reduce workplace violence incidences 	St. Luke's / JRMC Team Members	St. Luke's/JRMC

Health Equity

Hospital Specific Implementation Strategies

Need	Action	Anticipated Impact	Internal Resources	Planned Collaboration
Clinical data reflecting population demographics to identify health disparities for improvement	<ul style="list-style-type: none"> Incorporate new UPH System Health Equity Dashboard into appropriate clinical committees. Identify action plan for prioritized areas. Incorporate dashboard information into the Quality Board report for identified measures where available. 	<ul style="list-style-type: none"> Increased awareness of clinical outcomes by population. Improved clinical outcomes in targeted populations where disparities exist. 	UPH System Analytics, Regional Performance Improvement, CNO, CMO, DEI Patient Subcommittee	St. Luke's / JRMC Hospital
Reduce disparities in obstetric health equity for patients of color	<p>Further DEI workgroup efforts from 2022 to include:</p> <ul style="list-style-type: none"> Implicit bias training for Women's and Children and perinatal team members. 	<ul style="list-style-type: none"> Increase team member awareness of implicit biases that impact care delivery. Decrease infant death rate in Black / African Americans 	Team members from Women's and Children's, UPC – Perinatology, and Director of Community Engagement	St. Luke's Hospital Women's and Children, UnityPoint Clinic – Perinatology, Eastern Iowa Health Center, Linn County

	<ul style="list-style-type: none"> Improvement plan for clinical action items identified from training and data. 			Public Health – Office of Health Equity
Improve care delivery for sickle cell treatment for patients of color	<p>Further DEI workgroup efforts from 2022 to include:</p> <ul style="list-style-type: none"> Approval and implementation of sickle cell protocol Education for units who treat patients with sickle cell 	<ul style="list-style-type: none"> Improved care delivery and outcomes for patients with sickle cell 	Team members from Emergency Department and medical units, Med Exec Committee, DEI Patient Subcommittee	St. Luke’s Hospital
Reduce disparity of high school dropout rate of students attending high schools in the neighborhoods close to St. Luke’s Hospital	<ul style="list-style-type: none"> Partner with Empowering Youth of Iowa that assists high school students with credit recovery in providing mentorship and apprenticeship opportunities (scientifically based) 	<ul style="list-style-type: none"> Decrease the high school dropout rate and thus indicator of overall health in students that identify as Black / African American (3.5%), two or more races, and American Indian / Alaskan Native 	Community Engagement Director, Team members who are mentors	St. Luke’s Hospital, Empowering Youth of Iowa
Decrease disparity of percent of individuals living in poverty for individuals who identify as Black/African American	<ul style="list-style-type: none"> Partner with education entities and community agencies for vocational training opportunities including apprenticeship programs, and career pathways (scientifically based) Health Career recruitment and training for underserved students (scientifically based) 	<ul style="list-style-type: none"> Decrease percent of people in poverty in individuals who identify as Black / African American from current rate of 45.8% 	Human Resources, Community Engagement Director, Team members to train in new employees and promote health careers at classes.	St. Luke’s Hospital, Kirkwood Community College, Catherine McAuley Center, Neighborhood high schools

Approved by the UnityPoint Health – Jones Regional Medical Center Board on December 5, 2022 and the UnityPoint Health – St. Luke’s Hospital Board on December 15, 2022.

Prevent Epidemics and Spread of Disease / Public Health Emergency Preparedness and Recovery

Hospital Specific Implementation Strategies

Need	Action	Anticipated Impact	Internal Resources	Planned Collaboration
Immunization and Mitigation	Promote, provide access and increase vaccination and immunizations	Increase vaccination and immunization rates	St. Luke's / JRMHC Hospital Teams, JRMHC Clinics	Retail Pharmacy Clinics
Address after event summary recommendations	Participate in after event debriefs. Incorporate recommendations where appropriate	Increase emergency preparedness infrastructure and response time	St. Luke's / JRMHC Hospital Teams	St. Luke's / JRMHC Hospital, Linn County Public Health, Jones County Public Health, Community Disaster Preparedness work groups

Needs Not Addressing At This Time

Need Not Addressing	Reason for Not Addressing
Housing	Being addressed by community partners
Protect against environmental hazards	Being addressed by community partners