



University Hospitals

UH Lake Health Medical Center
Lake County, Ohio

2023-2025
Community Health
Implementation
Strategy



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Adoption by the Board

University Hospitals adopted the UH Lake Health Medical Center Community Health Implementation Strategy on March 21, 2023.

Community Health Implementation Strategy Availability

The Implementation Strategy can be found on University Hospitals' website at www.UHhospitals.org/CHNA-IS or a hard copy can be mailed upon request at CommunityBenefit@UHhospitals.org.

Written Comments


Lake West Medical Center and TriPoint Medical Center ("Lake Health") joined University Hospitals in April 2021 and therefore University Hospitals did not solicit feedback on the 2019 Lake County Implementation Strategy. Individuals are encouraged to submit written comments questions, or other feedback about the UH Lake Health Medical Center's Implementation Strategy to CommunityBenefit@UHhospitals.org. Please make sure to include the name of the UH facility that you are commenting about and, if possible, a reference to the appropriate section within the Implementation Strategy.



Introduction

In 2022, University Hospitals Lake Health Medical Center conducted a joint community health needs assessment (a “CHNA”) with the Lake County Health Department and the associated Lake County Community Health Partners. The CHNA was compliant with the requirements of Treas. Reg. §1.501(r) (“Section 501(r)”) and Ohio Revised Code (“ORC”) 3701.981. The 2022 CHNA serves as the foundation for developing an Implementation Strategy (“IS”) to address those needs that, (a) UH Lake Health determined they are able to meet in whole or in part; (b) are otherwise part of UH’s mission; and (c) are not met (or are not adequately met) by other programs and services in the county. This IS identifies the means through which UH Lake Health plans to address a number of the needs that are consistent with the hospital’s charitable mission as part of its community benefit programs. Likewise, UH Lake Health is addressing some of these needs simply by providing care to all, regardless of ability to pay, every day. UH Lake Health anticipates that the strategies may change and therefore, a flexible approach is best suited for the development of its response to the 2022 CHNA. For example, certain community health needs may become more pronounced and require changes to the initiatives identified by UH Lake Health in the IS. More specifically, since this IS was done in conjunction with the 2022 Lake County Community Health Improvement Plan (Appendix A), other community organizations will be addressing certain needs.




In addition, UH Lake Health worked together to align both its CHNA and IS with state plans. Ohio state law (ORC 3701.981) mandates that all hospitals must collaborate with their local health departments on community health assessments (a “CHA”) and community health improvement plans (a “CHIP”). Additionally, local hospitals must align with the Ohio State Health Assessment (an “SHA”) and Ohio State Health Improvement Plan (an “SHIP”). This requires alignment of the CHNA and IS process timeline, indicators, and strategies. This local alignment must take place by October 2020.


NOTE: This symbol  will be used throughout the report when a priority, indicator, or strategy directly aligns with the 2020-2022 SHIP.

This aligned approach has resulted in less duplication, increased collaboration and sharing of resources. This report serves as the 2023-2025 UH Lake Health Medical Center Community Health Implementation Strategy which aligns with the 2022 Lake County Community Health Improvement Plan and meets the state of Ohio’s October 1, 2020 deadline. This IS meets all the requirements set forth in Section 501(r).

The Lake County Health Department, on behalf of the Lake County Community Health Assessment Committee (includes UH Lake West and TriPoint Medical Center’s), hired Conduent Healthy Communities Institute (“HCI”) to conduct the community health planning process which yielded the strategies outlined in this report as well as the aligned Lake County Community Health Improvement Plan (“CHIP”). This report more clearly delineates the commitments made by UH Lake Health Medical Centers.

UH Lake Health is working with other partners in Lake County to address the following priorities which were identified in the 2022 UH Lake Health CHNA:

1. Access to Health Care 
2. Behavioral Health (Mental Health and Substance Use and Misuse) 
3. Chronic Disease 



Additionally, UH Lake Health Medical Center's will work collaboratively with other partners to address several strategies related to the social determinants of health that are intended to improve key community conditions in Lake County that impact health equity.

Hospital Mission Statement

As a wholly owned subsidiary of University Hospitals, UH Lake Health Medical Centers are committed to supporting the UH mission, "To Heal. To Teach. To Discover." (the "Mission"), by providing a wide range of community benefits including clinical services, medical education and research. UH is an integrated delivery system and thus can provide benefits by coordinating within and among various entities ("UH System").

Community Served by the Hospital

The community has been defined as Lake County. In 2021, most (81%) of University Hospitals Lake Health Medical Center discharges were residents of Lake County. In addition, University Hospitals collaborates with multiple stakeholders, most of which provide services at the county level. In looking at the community population served by the hospital facilities and Lake County as a whole, it was clear that all of the facilities and partnering organizations involved in the collaborative assessment define their community to be the same. Defining the community as such also allows the hospitals to more readily collaborate with public health partners for both Community Health Assessments and health improvement planning.

Alignment with Local and State Standards

Community Partners

The IS was done in collaboration with various agencies and service-providers within Lake County. In 2022, the Lake County Community Health Assessment Committee reviewed many data sources concerning the health and social challenges that Lake County residents are facing. They determined priority issues which, if addressed, could improve future outcomes; determined gaps in current programming and policies; examined best practices and solutions; and determined specific strategies to address identified priority issues.



Lake County Community Health Partners:

- Educational Service Center of the Western Reserve
- Lake County Alcohol, Drug and Mental Health Services Board
- Lake County Council of Aging
- Lake County Board of Developmental Disabilities
- Lake County Job & Family Services
- Lake Metroparks
- Lakeland Community College
- Laketran
- Signature Health
- United Way of Lake County
- YMCA of Lake County

The community health improvement process was facilitated by Ashley Wendt, Director of Public Health Consulting, from Conduent Healthy Communities Institute.

Priority Health Needs




Reminder: This symbol  will be used throughout the report when a priority, indicator, or strategy directly aligns with the 2020-2022 SHIP.

Priorities:

1. Mental health, substance use and addiction 
2. Chronic Disease (including obesity) 
3. Maternal, infant and child health (renamed Family, Pregnancy, Infant, and Child Health) 

Cross-Cutting Factors:

The Ohio SHIP contains strategies that are referred to as cross-cutting. This means that cross-cutting strategies have an impact on all selected priority areas. Certain priorities identified in the 2022 CHNA also fit within the following cross-cutting areas:

1. Healthcare system and access 
2. Social determinants of health 
3. Health equity 

Significant Health Needs Not Being Addressed by the Hospital

UH Lake Health Medical Center is implementing strategies in collaboration with other partners in Lake County for all three priorities identified in the 2022 CHNA. However, the following strategies will not be directly addressed by UH Lake Health Medical Center as part of its Implementation Strategy because other county partners have agreed to take the lead based on their core expertise, prior experience and/or availability of existing resources (see full list of Lake County's strategies in Appendix A). Additionally, some strategies are not included in this IS because they do not meet the IRS definition of a non-profit hospital "community benefit" but are still addressed by the UH System. More specifically, they are required or expected of all hospitals based on licensure or accreditation, are a routine standard of clinical care or primarily benefit the organization rather than the community. Community outreach staff from UH Lake Health Medical Centers remain engaged as thought-leaders on all the strategies as needed.

Access to Care

- Establish baselines and provide outreach and education on prevention, treatment, and follow-up with providers and community members

Maternal, Infant, and Child Health (renamed Family, Pregnancy, Infant, and Child Health)

- Home visiting programs that begin prenatally
- Tracking prenatal care visits and deliveries in Lake County
- Increase WIC participation
- Address the need for affordable and reliable childcare in Lake County



Mental Health, Substance Use, and Addiction

- Raise awareness of loss support groups and connect to resources for “traditional” loss and for all loss
- Identify and evaluate data available for suicide deaths and suicide attempts in Lake County
- Engage faith communities and other local groups to provide programming and support throughout Lake County
- Remove barriers to mental health and addiction services
- Address the needs of individuals in crisis

Strategies

Strategies to Address Health Needs

The strategies listed on the following pages are done in alignment with the Lake County Community Health Improvement Plan (Appendix A). They reflect the specific tactics that UH Lake Health Medical Centers will implement to address the identified priorities and achieve the anticipated county level outcomes.



University Hospitals Lake Health Medical Centers

CHNA Priority: Access to Care 

Strategy: Improve healthcare access through the creation of workforce pipeline and development opportunities to pursue careers in health care. Improve inclusive healthcare access for community members, especially those impacted by high cost due to being uninsured or underinsured with a high deductible to improve referrals to primary care.

Goal: Increase access to high-quality health care to prevent disease and improve quality of life.

Objective: By December 31, 2025, create and enhance existing programs for local students to understand and pursue careers in health care and address gaps to improve access to health care.

Action Steps:

Years 1-3:

- Utilize community health workers and community partners to improve access and referrals to primary physicians.
- Partner with local schools at career fairs, participate in career days, to increase knowledge of opportunities within health care.
- Partner with local colleges as well as college internship and career fair participation.
- Provide career shadowing experiences.
- Partner with local business and community partners to create STEM opportunities for early academic engagement.
- Partner with Laketran to provide transportation to jobs at UH Lake West.
- Address desire raised in qualitative community survey by providing referrals in the community that are inclusive and relatable.

***Anticipated measurable outcome(s):**


- 50 primary care referrals received
- 15 career fair/day opportunities attended

Indicator(s) used to measure progress:

- Number of referrals received
- Number of career fair/day opportunities attended

Collaboration and Partnerships: Laketran, Lake County high schools, Educational Service Center of the Western Reserve, Lake Erie College, Lakeland Community College, local chambers of commerce

*Outcomes are based on a variety of tactics occurring among the Lake County Community Health partners to achieve the anticipated results at the county level.

University Hospitals Lake Health Medical Centers
CHNA Priority: Priority: Mental Health & Substance Use and Misuse 
Strategy: UH Lake Health and public health partners address opioids/substance use/misuse and mental health.
Goal: Work together to reduce alcohol use, expand treatment for opioid use disorder, and improve mental health outcomes through expanded screening and mentoring programs.
Objective: By December 31, 2025, increase knowledge regarding substance abuse/misuse and associated management, as well as support strategies and improve mental health with a focus on priority populations identified.
<p>Action Steps:</p> <p>Years 1-3:</p> <ul style="list-style-type: none"> • Participation in biannual National Drug Take Back Days with UH Lake Health pharmacists providing education and Project Dawn kits. • Music therapist guided support groups aimed at mental health supports. • Depression and suicide awareness events in schools and with community partners. • Smoking, drug use/misuse, and alcohol-use education included at community events and with schools. • Provide community referrals to accessible mental health services at local clinic and offices, with virtual, affordable access
<p>*Anticipated measurable outcome(s):</p> <ul style="list-style-type: none"> • 50 Project Dawn kits distributed • 100 Pounds of unused drugs collected • 6 music therapy-guided support groups held and 20 participants • 24 community and school education events attended • 24 community events for mental health services
<p>Indicator(s) used to measure progress:</p> <ul style="list-style-type: none"> • Percent of adults ever diagnosed with depression. (Baseline retrieved from Healthy NEO website.) • Suicide death rate (Baseline retrieved from Healthy NEO website)

*Outcomes are based on a variety of tactics occurring among the Lake County Community Health partners to achieve the anticipated results at the county level.

University Hospitals Lake Health Medical Centers

CHNA Priority: Chronic Conditions 

Strategy 3: Community engagement to provide screenings, education and support groups to prevent and/or manage chronic diseases.

Goal: Focus on policies and interventions that help people choose healthy foods, decrease the availability of tobacco products, and expand accessibility to tobacco cessation services.

Objective: By December 31, 2025, increase prevention and early detection, and knowledge regarding chronic diseases and associated management strategies with a focus on identified priority populations.

Action Steps:

Years 1-3:

- Provide screening and/or educational events by promoting free events within the county, at health fairs, hospital screening events, corporations, senior centers, recreation centers, and libraries.
- Diabetes management and support groups (goal 40 participants annually), healthy cooking demonstrations, walking groups/events, wellness support groups, women’s and men’s health events.
- Partner with key community groups including Leadership Lake County, United Way, Black Lives Matter, NAACP, LGBTQ+ Community, and Senior Focused Organizations such as Lake County Council on Aging and Lake County Commissioners to meet needs identified in CHNA Community Survey.
- Target at least 1,000 people via corporations, schools, churches, senior centers, community health fairs, recreation centers, and libraries.
- Address food insecurity at community outreach events, farmers markets, free produce distribution in prioritized areas, utilizing community health workers and community partners.

***Anticipated measurable outcome(s):**

- 36 health screenings conducted in the community
- 60 community events attended
- 12 diabetes management support activities held
- 50 people participating in diabetes management and support groups
- 5 new partnership opportunities established
- 20 food insecurity events activities conducted

Indicator(s) used to measure progress:

- Adults 20+ who are obese (Healthy NEO Website)
- Coronary heart disease death rate (Healthy NEO Website)
- Diabetes death rate (Healthy NEO Website)

*Outcomes are based on a variety of tactics occurring among the Lake County Community Health partners to achieve the anticipated results at the county level.



Community Collaborators

This IS was commissioned by University Hospitals in collaboration with the 2023-2025 Lake County Community Health Improvement Plan process and the associated county partners; see Community Health Assessment Committee listed on page 5 of this report.

Qualifications of Consulting Company

Lake County Health Department and University Hospitals Lake Health Medical Centers commissioned Conduent Healthy Communities Institute (HCI) to support report development of Lake County's 2022 CHA and CHIP. HCI works with clients across the nation to drive community health outcomes by assessing needs, developing focused strategies, identifying appropriate intervention programs, establishing monitoring systems, and implementing performance evaluation processes. To learn more about Conduent Healthy Communities Institute, please visit <https://www.conduent.com/communityhealth/>.

Contact Information

For more information about the Implementation Plan, please contact:

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2023-2025 Lake County Community Health Improvement Plan Strategies

Priority Factors that Influence Health

Community Conditions

People with higher levels of education are more likely to be healthier and live longer. Food insecurity is linked to negative health outcomes in both children and adults, and it may cause children to have trouble in school. Over the next three years, Lake County will work to improve Kindergarten Readiness Assessment scores and food insecurity rates that have been exacerbated as a result of the COVID-19 pandemic.

Indicators & Strategies

Indicator	Data Source	Baseline	Population at highest risk	Short term target (2025)	Intermediate target (2028)	Long term target (2031)
Kindergarten Readiness	Ohio Kindergarten Readiness Assessment	44.2%	Economically disadvantaged; Students with a disability; English learners	50%	60%	70%
Limited access to healthy foods	County Health Rankings	8%	Black (non-Hispanic); Persons with disabilities; Low income households	7%	6%	5%
Child food insecurity rate	Healthy Northeast Ohio	13.4%	Children with unemployed parents	8.7%	4.1%	0%
Overall Food Insecurity Rate	Healthy Northeast Ohio	11.1%	Black (non-Hispanic); Persons with disabilities; Low income households	9.4%	7.7%	6%

Strategy 1: Storybook Trails

Objective: By December 31, 2025, establish three Storybook Trails in Lake County municipal, regional, or state parks

Aligned to Ohio 2020-2022 SHIP: Yes No Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
Lifeline	Lake County children ages 0-5 years of age. Priority zip codes 44077, 44092, Spanish-speakers	# of trails established	Identify funding source (ODNR, local, etc.). Engage libraries and community members in target areas. Work with local, state, regional park systems in target area. Establish and promote trail.	Identify funding source (ODNR, local, etc.). Engage libraries and community members in target areas. Work with local, state, regional park systems in target area. Establish and promote trail.	Identify funding source (ODNR, local, etc.). Engage libraries and community members in target areas. Work with local, state, regional park systems in target area. Establish and promote trail.

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: Lake County General Health District, Ohio Department of Natural Resources, parks and recreation departments in municipalities, libraries in municipalities, Lake Metroparks, school districts in target areas

Addresses additional Priority Area: Yes No

Strategy 2: Lifeline’s Lake County Imagination Library

Objective: By December 31, 2025, increase the number of children enrolled in the Lifeline’s Imagination Library to 50% of eligible children, as reported by Ohio’s Imagination Library.

Aligned to Ohio 2020-2022 SHIP: Yes No

Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
Lifeline	Lake County children ages 0-5 years of age. Priority zip codes 44077, 44092	<p>% of eligible Lake County children participating</p> <p># of children in priority zip codes participating</p> <p># of outreach events/presentations conducted each year</p> <p>% of annual program fundraising goal achieved</p>	<p>Collect program participation by zip code.</p> <p>Set fundraising goal to sustain program.</p> <p>Establish fundraising activities.</p> <p>Engage with providers in priority zips, provide program and referral information.</p> <p>Evaluate Year 1 activities.</p>	<p>Collect program participation by zip code.</p> <p>Revise priority zip codes if necessary.</p> <p>Set fundraising goal to sustain program.</p> <p>Establish fundraising activities.</p> <p>Engage with providers in priority zips, provide program and referral information.</p> <p>Evaluate Year 2 activities.</p>	<p>Collect program participation by zip code.</p> <p>Revise priority zip codes if necessary.</p> <p>Set fundraising goal to sustain program.</p> <p>Establish fundraising activities.</p>

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: Early Head Start, Head Start, Lake-Geauga WIC, Wickliffe Family Resource Center, local pediatricians and healthcare providers, Lake County General Health District

Addresses additional Priority Area: Yes No

Strategy 3: Supplemental Nutrition Program of Women, Infants, and Children (WIC)					
Objective: By December 31, 2025, increase WIC caseload by 10% in all Lake County clinic locations.					
Aligned to Ohio 2020-2022 SHIP: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			Likely to Reduce Disparities: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
Lake-Geauga WIC	Pregnant women and breastfeeding women, children ages 0-5 years meeting WIC income eligibility guidelines and having a nutritional risk.	# of WIC participants	Promote WIC services through social media, health fairs/events, mailings, coalitions. Utilize referral systems through Unite Us, Coeffective, and JFS in Lake Counties.	Promote WIC services through social media, health fairs/events, mailings, coalitions. Utilize referral systems through Unite Us, Coeffective, and JFS in Lake Counties.	Promote WIC services through social media, health fairs/events, mailings, coalitions. Utilize referral systems through Unite Us, Coeffective, and JFS in Lake Counties.
Type of Strategy: Healthcare System and Access <input type="checkbox"/> Public Health System, Prevention and Behaviors <input type="checkbox"/> Social Determinants of Health/Community Conditions <input checked="" type="checkbox"/>					
Policy Change Necessary for Strategy Success: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>					
Resources to Address Strategy: ODH-provided social media content, Unite Us, Coeffective, Job & Family Services, Crossroads Health, University Hospitals & Cleveland Clinic Pediatricians and Family Practice Physicians, Wickliffe Family Resource Center, Signature Health, Birthright of Lake County, Painesville Family Resource Center, Early Head Start, Head Start, Help Me Grow, Mother Rising, Hope Chest					
Addresses additional Priority Area: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>					

Strategy 4: Lake County Mobile Food Pantry

Objective: By December 31, 2025, insure that 95% of all available appointments for Lake County's Mobile Food Pantry are full.

Aligned to Ohio 2020-2022 SHIP: Yes No

Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
Lifeline	Lake County residents ages 60+, income <\$25,759 for 1; <\$34,839 for 2. Attention to census tracts 2021, 2025, 2040, 2042, 2044,2043, 2045 (scores over 60.0 on 2021 Food Insecurity Index)	% of appointments filled per location	<p>Confirm local food pantry dates and locations in 2023.</p> <p>Identify advertising opportunities in priority census tracts.</p> <p>Conduct distribution events.</p> <p>Confirm funding for calendar year 2024.</p>	<p>Evaluate priority census tract data.</p> <p>Confirm local food pantry dates and locations for 2024.</p> <p>Identify advertising opportunities in priority census tracts.</p> <p>Conduct distribution events.</p> <p>Confirm funding for calendar year 2025.</p>	<p>Evaluate priority census tract data.</p> <p>Confirm local food pantry dates and locations for 2025.</p> <p>Identify advertising opportunities in priority census tracts.</p> <p>Conduct distribution events.</p>

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: Laketran, Lake County Commissioners Senior Services, Lake County Council on Aging, Greater Cleveland Food Bank, Lake Erie Church, New Hope Baptist Church, Wickliffe Senior Center

Addresses additional Priority Area: Yes No

Access to Care

Access to high-quality health care helps prevent disease and improve quality of life. However, some people do not receive the health services they need due to insufficient health insurance, inability to access a local provider, or transportation and language barriers. Lake County will work to increase the number of individuals covered by insurance, improve linkage between healthcare providers and community resources, promote careers in healthcare, and work together to identify and address the most persistent barriers that create disparities in access to care.

Indicators & Strategies

Indicator	Data Source	Baseline	Population at highest risk	Short term target (2025)	Intermediate target (2028)	Long term target (2031)
Uninsured (% population under 65 without health insurance)	County Health Rankings	7%	Hispanic or Latino; Black (includes Hispanic and non-Hispanic); Income below 138% of the federal poverty level; Male	6%	5%	4%
Uninsured children (% under 19 without health insurance)	County Health Rankings	5%	Hispanic or Latino (any race); Income below 200% FPL	3.7%	2.4%	<1%

Strategy 1: Improve access to healthcare through creation of workforce pipeline and development opportunities to pursue careers in healthcare. Improve inclusive healthcare access for community members, especially those impacted by high cost due to being uninsured or underinsured with a high deductible to improve referrals to primary care.

Objective: By December 31, 2025, create and enhance existing programs for local students to understand and pursue careers in healthcare and address gaps to improve access to healthcare

Aligned to Ohio 2020-2022 SHIP: Yes No

Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1, 2, and 3 Activities
University Hospitals Lake Health	Residents located in zip codes 44077 (census tracts 4500, 4200, 4400, 4302), 44092, 44095, and 44057	50 primary care referrals received 15 career fair/day opportunities attended 15 of college internships provided 5 of new business partnerships created 15 employees using Laketran	Utilize community health workers and community partners to improve access and referrals to primary physicians. Partner with local schools at career fairs, participate in career days, to increase knowledge of opportunities within healthcare. Partner with local colleges as well as college internship and career fair participation. Provide career shadowing experiences. Partner with local business and community partners to create STEM opportunities for early academic engagement. Partner with Laketran to provide transportation to jobs at UH Lake West. Address desire raised in qualitative community survey by providing referrals in the community that are inclusive and relatable.

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: UH Lake Health, UH Lake community outreach, Laketran, Lake County high schools, Educational Service Center of the Western Reserve, Lake Erie College, Lakeland Community College, local chambers of commerce

Addresses additional Priority Area: Yes No

Strategy 2: Establish a Lake County Healthcare Access Subcommittee

Objectives: By March 31, 2023, convene the first meeting Lake County Access to Healthcare subcommittee. By December 31, 2023 review available supplemental data and identify strategic objectives to complete in 2024 and 2025.

Aligned to Ohio 2020-2022 SHIP: Yes No Likely to Reduce Disparities: Yes No

Lead Agency	Priority Populations	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
LCGHD	Spanish-speaking & LGBTQ+ populations	# of subcommittee members # of strategies identified # of strategies documenting progress	Convene committee of interested organizations. Collect additional data. Analyze new data. Identify strategies for implementation. Create work plans.	Track strategy progress and share results.	Track strategy progress and share results.

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: University Hospitals, Cleveland Clinic, Signature Health, Lake County Free Medical Clinic, Crossroads Health, Lake ADAMHS

Addresses additional Priority Area: Yes No

Strategy 3: Use the Unite Us platform to connect Lake County residents to healthcare providers and community resources and services.

Objective: By December 31, 2025, increase the number of Lake County organizations enrolled in the Unite Us Platform by 100%.

Aligned to Ohio 2020-2022 SHIP: Yes No Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
LCGHD	Organizations serving census tracts 2045, 2042, 2044, 2021, 2066, 2062, 2060, 2020 (tracts with an index value of >50.0 on Conduent Healthy Communities Institute's 2021 Health Equity Index)	# of Lake County providers using Unite Us # of patient/client referrals in platform	Health education & resource development. Reach out to 20 providers annually introduce/recruit. Acquire, develop, and standardize bi-annual analytic report to share with partners.	Health education & resource development. Reach out to 20 providers annually introduce/recruit. Produce reports and share with partners- gap reduction and barriers with access to care.	Health education & resource development. Reach out to 20 providers annually introduce/recruit. Produce reports and share with partners- gap reduction and barriers with access to care.

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Possible Resources to Address Strategy: Health District, Unite Us, Family Resource Centers (Wickliffe & Painesville) Lake County food pantries, faith-based organizations, unaffiliated/independent healthcare providers, veteran service organizations

Addresses additional Priority Area: Yes No

Priority Outcomes that Influence Health

Mental Health & Substance Use and Misuse

Binge drinking can lead to motor vehicle crashes, violence, and death, and Lake County continues to have one of the highest drug overdose death rates in Ohio. Over the next three years, Lake County will work together to reduce alcohol use, expand treatment for Opioid Use Disorder, and improve mental health outcomes through expanded screening and mentoring programs.

Indicators & Strategies

Indicator	Data Source	Baseline	Population at highest risk	Short term target (2025)	Intermediate target (2028)	Long term target (2031)
Percent of adults who binge drink	HNEO/CDCP	16.4%	White, non-Hispanic; Adults (ages 18-34); Male	16.1%	15.9%	15.6%
Percent of driving deaths involving impaired drivers	County Health Profiles	58.0%	Adults (ages 25-44)	48.2%	38.4%	28.3%
Drug Overdose Death Rate	CHR/HNEO	36	Adults (ages 25-54); Male	29.9	24.8	20.7
Suicide Death Rate	HNEO/CDC	15	White, non-Hispanic; Male; Adults, ages 35-44; Adults, ages 55-64	14.3	13.6	12.8
Percent of adults ever diagnosed with depression	HNEO	20.60%	Anyone	19.70%	18.90%	18.00%

Strategy 1: University Hospitals Lake Health and public health partners address opioids/substance use/misuse and mental health.

Objective: By December 31, 2025, increase knowledge regarding substance abuse/misuse and associated management, as well as support strategies and improve mental health with a focus on priority populations identified.

Aligned to Ohio 2020-2022 SHIP: Yes No Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1, 2, and 3 Activities
University Hospitals Lake Health, with partnership from other community organizations	Residents located in zip codes 44077 (census tracts 4500, 4200, 4400, 4302), 44092, 44095, and 44057	50 Project Dawn kits distributed 100 Pounds of unused drugs collected. 6 of music-therapy guided support groups held and 20 participants 24 community and school education events attended 24 community events for mental health services	Participation in biannual National Drug Take Back Days with University Hospitals Lake Health pharmacists providing education and Project Dawn kits. Music therapist guided support groups aimed at mental health supports. Depression and suicide awareness events in schools and with community partners. Smoking, drug use/misuse, and alcohol-use education included at community events and with schools. Provide community referrals to accessible mental health services at local clinic & offices, with virtual, affordable access.

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: UH Lake Health pharmacists, community outreach, and music therapy, Lake County behavioral health service providers, Lake County schools

Addresses additional Priority Area: Yes No

Strategy 2: Initiate a county-wide alcohol use and prevention campaign

Objective: By December 31, 2025 establish a county-wide alcohol use and prevention campaign using local service providers.

Aligned to Ohio 2020-2022 SHIP: Yes No Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
Lake ADAMHS Board	Males and females ages 18+, county-wide, 44095, 44060, 44077, 44081	# of providers utilized # clients served # of presentations # of social media posts/engagements # of materials distributed	Use data to identify trends in ETOH use. Include content Board presentations. Create social media messaging. Develop and distribute materials.	Evaluate new data and trends. Review and revise presentation content, social media messaging, and materials if necessary.	Evaluate new data and trends. Review and revise presentation content, social media messaging, and materials if necessary.

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: Lake ADAMHS Board, Bridges, Catholic Charities, Cleveland Rape Crisis Center, Extended Housing, Family Pride, Lifeline Lake-Geauga Recovery Centers, UH Lake Health, Windsor Laurelwood Signature Health, NAMI Lake County, Womensafe, Crossroads Health, Torchlight Youth Mentoring Alliance

Addresses additional Priority Area: Yes No

Strategy 3: Expansion of treatment and access for Opioid Use Disorder

Objective: By December 31, 2025, increase the number of individuals receiving treatment for Opioid Use Disorder.

Aligned to Ohio 2020-2022 SHIP: Yes No Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
Lake ADAMHS Board	Adults with Opioid Use Disorder	# patients receiving Medication-Assisted Treatment (MAT) # of providers offering MAT # patients receiving withdrawal medications	Provide residential treatment through LGRC. Provide recovery housing at LGRC. Provide prevention screen at in Lake Co. Courts. Provide Jail Treatment Program and Opioid Use screenings in Lake Co. Jail.	Evaluate Year 1 activities. Review and revise as necessary.	Evaluate Year 2 activities. Review and revise as necessary.

Type of Strategy:
 Healthcare System and Access Public Health System, Prevention and Behaviors
 Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: Lake ADAMHS Board, Lake Geauga Recovery Centers, Signature Health, Crossroads Health, Lake County Courts, Lake County Jail

Addresses additional Priority Area: Yes No

Strategy 4: Assessing and Managing Suicide Risk (AMSR) Screenings

Objective: By December 31, 2025, increase the number of local clinicians trained in Assessing and Managing Suicide Risk (AMSR) and expand ongoing suicide awareness and prevention activities.

Aligned to Ohio 2020-2022 SHIP: Yes No Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
Lake ADAMHS Board	LGBTQ+ youth and adults, Lake County First Responders	# of clinicians trained # of screenings conducted # organizations receiving training/materials	Contact local providers and provide AMSR trainings for clinicians. Promote Crisis Text Line, Crisis Hotline, and Compass Line via social media. Expand relationships with faith-based community. Partner organizations who serve individuals at increased risk for suicide.	Evaluate Year 1 activities. Review and revise as necessary.	Evaluate Year 2 activities. Review and revise as necessary.

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: Lake ADAMHS Board, Bridges, Catholic Charities, Cleveland Rape Crisis Center, Extended Housing, Family Pride, Lifeline Lake-Geauga Recovery Centers, UH Lake Health, Windsor Laurelwood Signature Health, NAMI Lake County, WomenSafe, Crossroads Health, Torchlight Youth Mentoring Alliance, SART, Proposed Coalition to End Human Trafficking, Domestic Violence Task Force, Faith-Based Organizations

Addresses additional Priority Area: Yes No

Strategy 5: Strength of Suicide & Signs of Suicide and Sources of Strength trainings					
Objective: By December 31, 2025 increase the number of Lake County schools' staff receiving suicide trainings in school settings.					
Aligned to Ohio 2020-2022 SHIP: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			Likely to Reduce Disparities: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
Lake ADAMHS Board	Middle and HS School students ages 10+	# of trainings implemented # of schools participating # of staff trained	Contact school personnel, schedule and conduct presentations.	Evaluate Year 1 activities. Review presentation and training content. Revise if necessary. Contact school personnel and conduct presentations.	Evaluate Year 2 activities. Review presentation and training content. Revise if necessary. Contact school personnel and conduct presentations.
Type of Strategy: Healthcare System and Access <input type="checkbox"/> Public Health System, Prevention and Behaviors <input checked="" type="checkbox"/> Social Determinants of Health/Community Conditions <input type="checkbox"/>					
Policy Change Necessary for Strategy Success: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>					
Resources to Address Strategy: Lake ADAMHS Board, Crossroads Health, Signature Health, NAMI, WomenSafe, Educational Service Center of the Western Reserve, 9 public school districts, private schools					
Addresses additional Priority Area: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>					

Strategy 6: School/Site-based Mentoring

Objective: By December 31, 2025, increase the number of students participating in group mentoring by 20% in Lake County site locations.

Aligned to Ohio 2020-2022 SHIP: Yes No Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
Torchlight Youth Mentoring Alliance	Lake County Elementary, Middle and High School Students located in 44092, 44077, 44094, 44081	# site locations # of elementary, middle and high schools mentees # of high school mentors	Confirm school/site locations. Solicit participation from mentees and mentors. Explore new partnerships for mentors. Ongoing evaluation of site locations.	Confirm school/site locations. Solicit participation from mentees and mentors. Explore new partnerships for mentors. Ongoing evaluation of site locations.	Confirm school/site locations. Solicit participation from mentees and mentors. Explore new partnerships for mentors. Ongoing evaluation of site locations.

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors
Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: Wickliffe Schools, Harvey High School, Jefferson Elementary School, Perry Elementary School

Addresses additional Priority Area: Yes No

Strategy 7: Youth-Facilitated Healthy Relationship Pilot Project

Objective: By December 31, 2025, establish a youth-facilitated, school-based pilot project designed to promote healthy boundaries and healthy relationships. The program seeks to raise awareness of abusive behaviors, reduce or eliminate abusive behaviors and societal tolerance of them, improve mental wellness, and support healthy choices.

Aligned to Ohio 2020-2022 SHIP: Yes No

Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
Forbes House	Lake County Middle and High School Students	# of students trained as facilitators # of students participating in groups/guided sessions	Identify evidence-based program content. Train youth facilitators. Conduct sessions. Evaluate results. Modify content program content as necessary.	Repeat Year 1 activities if program successful, and funding established.	Repeat Year 2 activities if program successful, and funding established.

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: Lake County Middle and High Schools

Addresses additional Priority Area: Yes No

Chronic Disease

People who eat too many unhealthy foods — like foods high in saturated fat and added sugars — are at increased risk for obesity, heart disease, type 2 diabetes, and other health problems. Despite years of education efforts, tobacco use in Lake County remains high, and continues to be linked to a myriad of long-term chronic health conditions. Lake County will focus on policies and interventions that help people choose healthy foods, decrease the availability of tobacco products, and expand accessibility to tobacco cessation services.

Indicators & Strategies

Indicator	Data Source	Baseline	Population at highest risk	Short term target (2025)	Intermediate target (2028)	Long term target (2031)
Limited access to healthy foods	County Health Rankings	8%	Black (non-Hispanic); Persons with disabilities; Low income households	7%	6%	5%
Adult smoking rate	County Health Profiles	21%	Black, non-Hispanic; Hispanic; Adults, ages 25-54; Low-income (less than \$15,000 annual household income); People with a disability; Sexual and gender minorities; Women who are pregnant	19.4%	17.8%	16.2%
High blood pressure prevalence	Healthy NEO	34.1%	Black (non-Hispanic); risk increases with age	33.3%	32.5%	27.7%
Adults with diabetes	Healthy NEO/CHR	8.6%	Black (non-Hispanic); Adults, (ages 55+); Low-income (less than \$15,000 annual household	8.45%	8.3%	8.1%

Indicator	Data Source	Baseline	Population at highest risk	Short term target (2025)	Intermediate target (2028)	Long term target (2031)
			income); People with a disability			
Diabetes Death Rate	HNEO	18.5	Black (non-Hispanic); Adults, ages 55+; Low-income (less than \$15,000 annual household income); People with a disability	18.1	17.7	17.3
Adults who experienced coronary artery disease	Healthy NEO	7.7%	Adults (ages 55+); Low-income (less than \$15,000 annual household income); People with a disability; Male	6.5%	5.3%	4.2%
Coronary Heart Disease Death Rate	HNEO	127.8	Adults (ages 55+); Low-income (less than \$15,000 annual household income); People with a disability; Male	108.9	90.0	71.1
Adults 20+ who are obese	Healthy NEO	30%	Black (Non-Hispanic); Hispanic; Adults (ages 40-59)	29.32%	28.64%	27.97%

Strategy 1: Community engagement to provide screening, education, and support groups to prevent and/or manage chronic diseases.

Objective: By December 31, 2025, increase prevention and early detection, and knowledge regarding chronic diseases and associated management strategies with a focus on priority population identified.

Aligned to Ohio 2020-2022 SHIP: Yes No Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1, 2, and 3 Activities
University Hospitals Lake Health	Residents located in zip codes 44077 (census tracts 4500, 4200, 4400, 4302), 44092, 44095, and 44057	<p>36 health screenings conducted in the community</p> <p>60 community events attended</p> <p>12 diabetes management support activities held</p> <p>50 people participating in diabetes management & support groups</p> <p>5 new partnership opportunities established</p> <p>20 food insecurity events activities conducted.</p>	<p>Provide screening and/or educational events by promoting free events within the county, at health fairs, hospital screening events, corporations, senior centers, recreation centers, and libraries.</p> <p>Diabetes management and support groups (goal 40 participants annually), healthy cooking demonstrations, walking groups/events, wellness support groups, women’s and men’s health events.</p> <p>Partner with key community groups including Leadership Lake County, United Way, Black Lives Matter, NAACP, LGBTQ+ Community, and Senior Focused Organizations such as Lake County Council on Aging and Lake County Commissioners to meet needs identified in CHNA Community Survey.</p> <p>Target at least 1,000 people via corporations, schools, churches, senior centers, community health fairs, recreation centers, and libraries.</p> <p>Address food insecurity at community outreach events, farmers markets, free produce distribution in prioritized areas, utilizing community health workers and community partners.</p>

Type of Strategy:
 Healthcare System and Access Public Health System, Prevention and Behaviors
 Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: Lake County General Health District, UH Lake Health Community Outreach Staff and supplies, UH Lake Health Foundation, United Way Lake County, Leadership Lake County, United Way, Black Lives Matter, NAACP, LGBTQ+ Community, Senior Focused Organizations such as Lake County Council on Aging, and Lake County Commissioners

Addresses additional Priority Area: Yes No

Strategy 2: WIC Farmer's Market Nutrition Program

Objective: By December 31, 2025, increase WIC Farmer's Market Nutrition Program (FMNP) redemption rate to 50% per Lake County clinic location.

Aligned to Ohio 2020-2022 SHIP: Yes No

Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
Lake-Geauga WIC	Existing WIC families eligible to participate in the FMNP program.	<p>% of Lake County WIC participants who qualify for the FMNP</p> <p>% of Lake County WIC participants who redeem the FMNP coupons</p>	<p>Distribute coupons to qualifying families.</p> <p>Identify new/additional ways to promote FMNP.</p> <p>Call WIC participants who have received FM coupons to redeem them by October 31.</p> <p>Evaluate promotion strategies and redemption results.</p> <p>Plan for Year 2.</p>	<p>Distribute coupons to qualifying families.</p> <p>Identify new/additional ways to promote FMNP.</p> <p>Call WIC participants who have received FM coupons to redeem them by October 31.</p> <p>Evaluate promotion strategies and redemption results.</p> <p>Plan for Year 3.</p>	<p>Distribute coupons to qualifying families.</p> <p>Identify new/additional ways to promote FMNP.</p> <p>Call WIC participants who have received FM coupons to redeem them by October 31.</p> <p>Evaluate promotion strategies and redemption results.</p>

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: ODH-provided social media content, ODH WIC Farmer's Market Coordinators, Willoughby Market, Painesville Farmers Market, Eastlake Farmer's Market

Addresses additional Priority Area: Yes No

Strategy 3: Healthy Food Access in Food Pantries

Objective: By December 31, 2025, assist five Lake County food pantries with developing nutrition policies and plans.

Aligned to Ohio 2020-2022 SHIP: Yes No Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
LCGHD	Pantries located in zip codes 44077 (census tracts 4500, 4200, 4400, 4302), 44092, 44095, and 44057	# of Policies Implemented # of clients served per food pantry	Identify food pantries in zip codes scoring higher on food insecurity index, engage stakeholders, assess existing policies, provide tools, and resources to enable successful policy implementation.	Continue Year 1 activities with additional food pantries.	Continue Year 1-2 activities with additional food pantries.

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: Greater Cleveland Food Bank, Food Bank/Pantries in Target Areas, United Way of Lake County, University Hospitals, Faith-based Organizations

Addresses additional Priority Area: Yes No

Strategy 4: Access to Tobacco Cessation Services

Objective: By December 31, 2025, increase the number of referrals by 10% for tobacco cessation programs either through providers, the Ohio Tobacco Quitline or My Life My Quit.

Aligned to Ohio 2020-2022 SHIP: Yes No Likely to Reduce Disparities: Yes No

Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
LCGHD	Individuals with behavioral health issues, Individuals with low Socioeconomic status, and LGBTQ+ individuals in zip codes all throughout Lake County	# of referral partners/programs #of referrals	Identify tobacco cessation programs and providers in Lake County, engage providers, assess existing referral process, provide tools, and resources to enable an increase in referrals. Evaluate results.	Continue Year 1 activities with additional providers and cessation programs.	Continue Year 1-2 activities with additional providers and cessation programs.

Type of Strategy:

Healthcare System and Access Public Health System, Prevention and Behaviors

Social Determinants of Health/Community Conditions

Policy Change Necessary for Strategy Success: Yes No

Resources to Address Strategy: Ohio Tobacco Quitline, My Life My Quit, Lake Geauga Recovery Center, University Hospital and Cleveland Clinic, NAMI Lake County, Crossroads Health, University Hospital/Lake Health, SADD, Lake County Volunteer Network, Windsor LaurelWood, Signature Health

Addresses additional Priority Area: Yes No

Strategy 5: Tobacco Retail Licensing					
Objective: By December 31, 2025, pass and implement a tobacco retail license ordinance in one municipality in Lake County.					
Aligned to Ohio 2020-2022 SHIP: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			Likely to Reduce Disparities: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Lead Agency	Priority Population	Measure of Success	Year 1 Activities	Year 2 Activities	Year 3 Activities
LCGHD	Tobacco users ages 11-18 located in zip codes throughout Lake County	# of Policies Implemented	Identify largest city in Lake County that has the highest population of residents, identify stakeholders, existing polices in other Ohio cities, provide tools, and resources to enable successful policy implementation.	Continue Year 1 activities with additional partnerships.	Continue Year 1-2 activities with additional partnerships and completing draft ordinance for tobacco retail license policy.
Type of Strategy: Healthcare System and Access <input type="checkbox"/> Public Health System, Prevention and Behaviors <input checked="" type="checkbox"/> Social Determinants of Health/Community Conditions <input checked="" type="checkbox"/>					
Policy Change Necessary for Strategy Success: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>					
Resources to Address Strategy: Tobacco21, Existing tobacco retail license cities in Ohio, American Heart Association, Lake County Mayors and Managers Association					
Addresses additional Priority Area: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>					