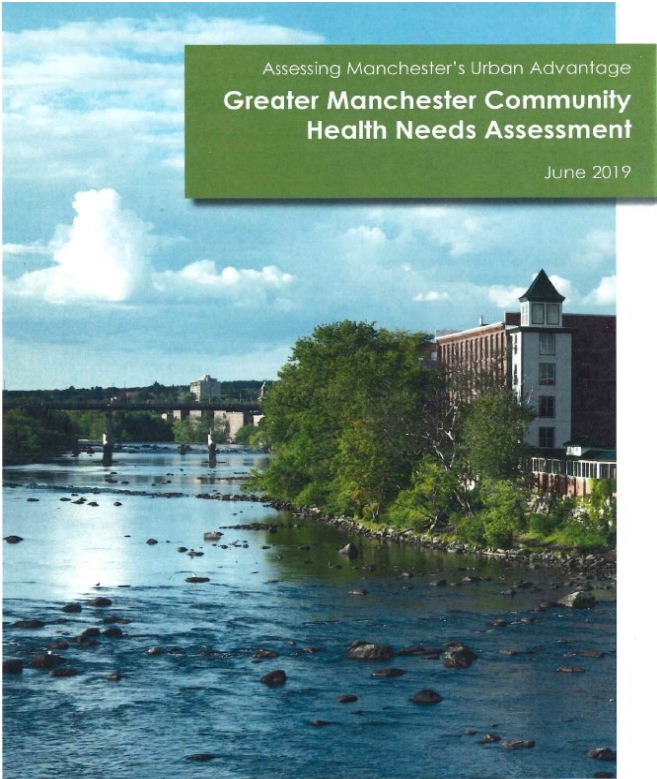


2019 GREATER MANCHESTER COMMUNITY HEALTH NEEDS ASESSMENT  
COMMUNITY HEALTH IMPLEMENTATION STRATEGY



## **Introduction**

Catholic Medical Center (CMC) serves patients of Greater Manchester and the surrounding communities in the health service area. In conjunction with the City of Manchester Health Department and Elliot Health Systems, CMC conducted a community health needs assessment (CHNA) of the areas served by the hospital pursuant to requirements of Section 501(r) of the Internal Revenue Code. The CHNA findings were approved by the CMC Board of Directors and were made available on the hospital's website in June 2019. This implementation strategy, also required by Section 501(r), documents the efforts of the Catholic Medical Center to address the prioritized community health needs identified in the 2019 CHNA. This Community Health Improvement Strategy is a three (3) year plan for community improvement and should be considered a fluid document that has the ability to be edited based upon the changing dynamics of the community we serve.

**The 2019 Greater Manchester Community Health Needs Assessment set five Health Improvement Goals and identified Factors relevant to achieving these goals:**

**Goal 1: All Residents are Economically Self-Sufficient and are Socially Connected to their Community**

Factors: Education; Employment; Income/Poverty; Family & Social Support; Community Safety

**Goal 2: All Residents are Engaged in Healthy Behaviors**

Factors: Alcohol and Drug Use; Diet and Exercise; Tobacco Use

**Goal 3: All Residents have Access to Quality Health Care and Preventative Health Services**

Factors: Access to Care; Quality of Care; Mental Health Care

**Goal 4: Neighborhoods are Designed to Support Healthy Living for All Residents**

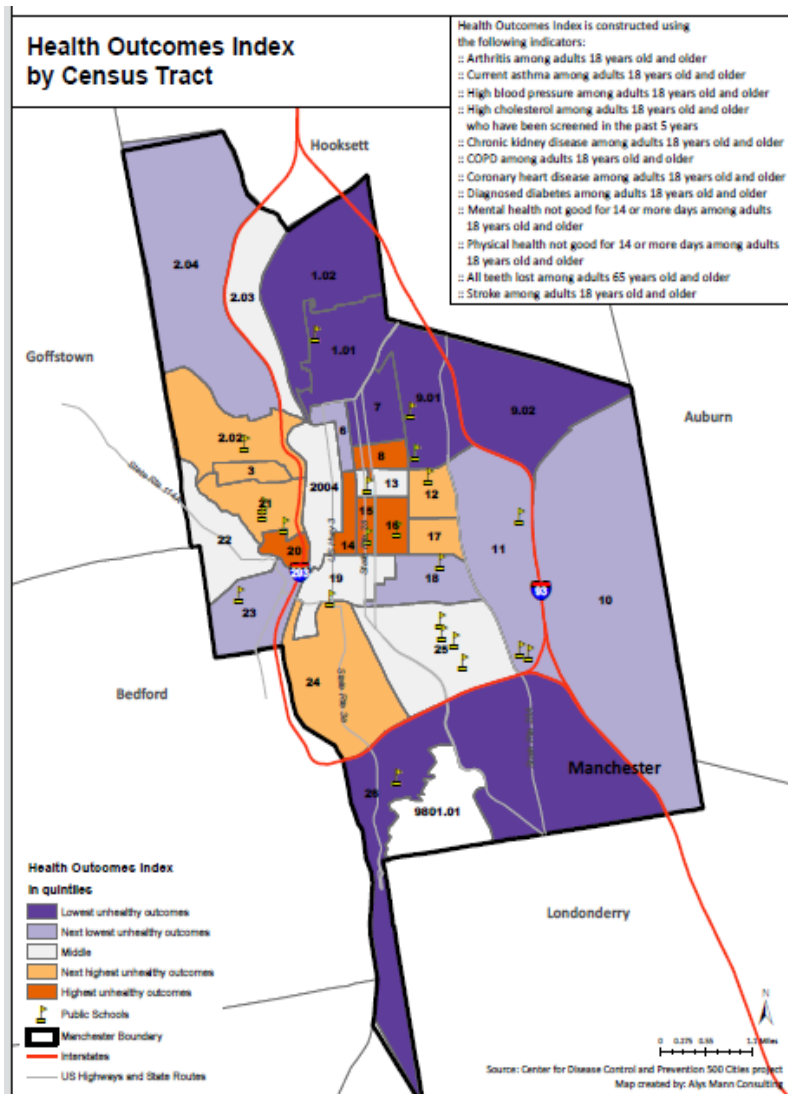
Factors: Housing; Transportation; Health Promoting Assets

**Goal 5: Systems are Designed to Foster Neighborhoods of Opportunity for Generations to Come**

Factors: Length of Life; Quality of Life; Persistent Poverty and Limited Opportunity; Aging Population

## CENSUS TRACTS 20 & 21 – Two Neighborhoods of Opportunity on Manchester’s West Side

While the 2019 Community Health Implementation Strategy is designed to improve health of all residents in the Greater Manchester Region, CMC is in a unique position to implement some of the strategies outlined in this document to address the disproportionate health needs of residents in neighborhoods surrounding the hospital campus.



Census Tract 20 encompasses the Piscataquog Neighborhood, home of Granite Square (also known as Little Square or “Squog”). This neighborhood is bordered by Gates and Hector Streets the north, the Merrimack River to the east, Queen City Avenue to the south, and the Piscataquog River to the west. Today, South Main Street, which runs through this neighborhood, is the primary business section of the West Side. In the 1840’s, as the mills prospered, the immigrant community grew. The Germans settled in this west side neighborhood of the city, in the south central area around Granite Square, and spread out to what they termed the “Flats” or “Finkenthal” section encompassing Blucher, Whittemore, Cumberland, Thornton and Whipple Streets

Census Tract 21 which encompasses the Notre Dame Neighborhood is located along the Merrimack River on the west side of Manchester. It is bordered by Amory Street to the north, the Merrimack River to the east, Hecker and Gates Streets to the south, and the Piscataquog River to the west. Notre Dame is anchored by Sainte Marie’s Parish. Sainte Marie’s Parish is a Catholic Church that was founded by French-Canadian immigrants. In 1908, Monsignor Pierre Hevey, Pastor of Sainte Marie’s Parish, organized what was soon to be known as the first credit union. The goal was to help the primarily Franco-American mill workers save and borrow money. On November 24, 1908 “La Caisse Populaire, Ste-Marie” (The People’s Bank) opened its doors as the first credit union in the nation. Today, the credit union is known as St. Mary’s Bank. Monsignor Pierre Hevey, along with the Sisters of Charity of St. Hyacinthe, was also instrumental in the establishment of Notre Dame Hospital in 1894, which is now known as Catholic Medical Center.

**Goal 1: All Residents are Economically Self-Sufficient and are Socially Connected to their Community**

Factor	Description	Goal(s)	Strategies / Activities	Community Partnerships
<p><b>Education 1.1</b></p>	<p>Educational status is a significant predictor of health outcomes. Better educated individuals live longer and healthier lives than those with less education and their children are more likely to thrive</p>	<p>Improve educational opportunity for Manchester’s children &amp; adults</p> <p>Support workforce development</p>	<p>Continue internship program with West High School &amp; Holy Family Academy</p> <p>Support Holy Cross Family Learning Center /ELL</p> <p>Support “Leader in Me”</p> <p>Adopt Gossler Park Elementary School</p> <p>Explore supporting HISET (GED) testing</p> <p>Expand LNA, MA &amp; Surgical Tech programs</p> <p>Support IDN Workforce Development</p> <p>Continue to host student nurses &amp; residents</p> <p>Continue Reach Out &amp; Read in Primary Care</p>	<p>Manchester School District</p> <p>Manchester Health Dept.</p> <p>Holy Family Academy</p> <p>HCFLC</p> <p>MCC</p> <p>Netwok4Health</p> <p>St Anselm College</p> <p>NHTI</p> <p>UNH</p> <p>MCPHS</p>
<p><b>Employment 1.2</b></p>	<p>Stable employment is associated with a healthier life. Unemployment has been linked to unhealthy coping behaviors such as substance use disorders (SUD) and increased levels of anxiety and depression</p>	<p>Support workforce development</p> <p>Provide new employment opportunities at CMC</p>	<p>Support IDN Workforce Development</p> <p>Expand LNA &amp; MA program at CMC</p> <p>Host interns, student nurses &amp; residents</p> <p>Expand CMC workforce to meet expansion demand</p> <p>Continue to serve as a psychiatric preceptor for APRN program</p>	<p>Network4Health</p> <p>MCC</p> <p>St Anselm College</p> <p>NHTI</p> <p>UNH</p> <p>MCPHS</p> <p>Rivier University</p>
<p><b>Income / Poverty 1.3</b></p>	<p>Income provides economic resources for housing, education, childcare, food and medical care. Ongoing stresses of poverty can lead to cumulative physical and mental health challenges including chronic illnesses</p>	<p>Provide direct and indirect support to assist those in need</p>	<p>Continue to offer robust Charity Care Programs</p> <p>Continue to offer programs for persons living in poverty such as Healthcare for the Homeless, Wilson Street Integrated Health, Poisson Dental Facility and Pregnancy Care Center</p> <p>Continue to Support Amoskeag Health</p> <p>Continue to offer Patient Assistance Services such as Medication Assistance Program, Breast and Cervical Cancer Screening</p>	<p>Manchester School District</p> <p>Manchester Health Dept</p> <p>FIT / NHHH</p> <p>Amoskeag Health</p> <p>MRTC</p>

<p><b>Family &amp; Social Support</b> <b>1.4</b></p>	<p>Individuals with strong social supports live longer and healthier lives than those that are socially isolated. Socially isolated individuals are at increased risk of poor health outcomes due to SUD, smoking and overeating</p>	<p>Connect community residents and patients with resources</p>	<p>Continue to offer Parish Nurse Program Continue the array of Health and Wellness classes offered in Healthy Living News Expand CMC's Gift of Heart Campaign Support Community Health Worker at Gossler Park Elementary School Expand Behavioral Health Capacity Integrate Behavioral Health into all Primary Care Offices starting with patient navigators Support N4H Care Transitions Team Expand Roots for Recovery Program Support Veteran's Care Coordinator Continue Preventative Food Pantry</p>	<p>Manchester School District Granite United Way Amoskeag Health Network4Health ESMVP Parish of the Transfiguration NH Food Bank</p>
<p><b>Community Safety</b> <b>1.5</b></p>	<p>Feeling safe in your community is associated with positive health outcomes. An individual's sense of safety is affected by both intentional and unintentional injuries such as violent crime, domestic violence and drug overdoses.</p>	<p>Recognize and reduce crime in the Community</p> <p>Provide residents options for safe drug and needle disposal</p>	<p>Train all staff in signs of human trafficking and domestic violence Support MPD Substation at CMC Continue to participate in City-wide workgroups to address substance use disorder, homelessness and community safety Continue medication disposal box and explore installing sharps disposal box Support annual drug take back days</p>	<p>Manchester Police Dept Department of Homeland Security City of Manchester Drug Enforcement Agency</p>

**Goal 2: All Residents are Engaged in Healthy Behaviors**

Factor	Description	Goal	Strategies / Activities	Community Partnerships
<p><b>Alcohol and Drug Use 2.1</b></p>	<p>Excessive alcohol consumption increases the risks for high blood pressure, heart disease, liver disease and cancer. In addition to their obvious health impacts, alcohol and drug misuse have significant economic costs from lost productivity, increased health care expenditures and criminal justice expenses.</p>	<p>Continue implementation of 1115 Medicaid waiver projects</p>	<p>Expand Health Information Technology (HIT) Support Integrated Healthcare Expand Care Transitions Teams Expand Intensive Substance Use Disorders (SUD) Treatment Options, including partial – hospital and residential care Expand Integrated Treatment for Co-Occurring Disorders</p>	<p>Network4Health 45 Integrated Delivery Network Partners</p>
		<p>Reduce risky and unhealthy alcohol and drug use</p> <p>Decrease opioid overdoses and deaths as well as rates of unintentional injuries linked to SUD</p>	<p>Continue to collaborate with the Manchester Fire Department to support Safe Stations Continue to work with Doorways for the purpose of linking SUD patient to resources in the community including Naloxone Continue participate in the Manchester Emergency Operation Center’s work groups Expand CMC addiction services Expand MAT Services in Primary Care Assure screening for SUD in all Primary Care Continue to offer smoking cessation classes Continue community education on teen vaping &amp; smoking risks Continue annual Opioid Summit</p>	<p>Manchester Fire Dept. American Medical Response Doorways City of Manchester Elliot Health Systems NH DHHS Breathe New Hampshire Makin It Happen NEPCC Manchester School District</p>

<p><b>Diet &amp; Exercise</b> <b>2.2</b></p>	<p>Physical activity and a balanced, nutritious diet are essential for good health. Physical activity also promotes better emotional health and reduces the risks of many chronic diseases.</p>	<p>Reduce BMI  Decrease diabetes and pre-diabetes</p>	<p>Participate in City of Manchester’s Neighborhood Health Improvement Strategy Provide PPA patients with available wellness programs Continue to offer community education/wellness programs and exercise classes Explore adding a west side farmer’s market Develop place based strategies to assist diabetic patients by participating in Diabetes Prevention &amp; Response Community Work Group</p>	<p>Manchester Health Dept. Dartmouth Hitchcock Amoskeag Health YMCA Managed Care Organizations</p>
		<p>Reduce BMI  Decrease diabetes and pre-diabetes</p>	<p>Promote New England Weight Management Institute – an accredited center for caring for overweight/obese populations via lifestyle moderation, supplemental dietary support and surgical interventions Continue to offer Pre-Diabetes Self-Management class: a yearlong series of classes and support aimed at identifying and addressing behaviors that increase ones risk of developing diabetes Continue to offer the Diabetes Resource Institute out of CMC to care for, educate and support patients with DM and pre-Diabetes Provide Nurse Care Coordinators in each of the primary care practices provide resources and individualized care to high risk/ill patients to improve health outcomes</p>	
<p><b>Tobacco Use</b> <b>2.3</b></p>	<p>Tobacco use continues to be the leading cause of preventable death in the United States and is continually linked to adverse health outcomes.</p>	<p>Reduce smoking and vaping rates in the community</p>	<p>Continue to offer various smoking cessation classes  Continue to host vaping prevention presentations</p>	<p>Breathe New Hampshire Makin It Happen Manchester Health Dept. NEPCC Manchester School District Diocese of Manchester</p>

**Goal 3: All Residents have Access to Quality Health Care and Preventative Health Services**

Factor	Description	Goal	Strategies / Activities	Community Partnerships
<p><b>Access to Care</b> <b>3.1</b></p>	<p>Access to care is dependent on an individual’s ability to obtain the right care, at the right time, in the right setting. Having a primary care provider, adequate health insurance and fewer barriers all improve access to care. Access to care includes preventative health care, care for ambulatory care sensitive conditions, acute care, dental care and pre-natal care.</p>	<p>Improve access to primary care, oral health care and prenatal care</p> <p>Reduce emergency rooms visits for acute and chronic ambulatory care sensitive conditions</p>	<p>Streamline procedure to increase capacity at Primary Care Offices Provide transportation to PCP appointments Increase access for low income / homeless at Amoskeag Health, Wilson Street Integrated Health and Pregnancy Care Center Investigate high utilizers of emergency room and link back to primary care with a safety plan Expand hours of Poisson Dental Facility and expand treatment to adults with Medicaid Continue supporting school based oral health program</p>	<p>Amoskeag Health Elliot Health System Manchester School District Manchester Health Dept. Easter Seals Dental Clinic Dartmouth Hitchcock</p>
<p><b>Quality of Care</b> <b>3.2</b></p>	<p>Healthcare services that are timely, evidence based and patient centered result in the best overall health care outcomes.</p>	<p>Improve screening rates for breast cancer, colon cancer and cholesterol screening</p>	<p>Provide timely, recommended screenings to all patients in the PPA.</p> <p>Offer community based cancer screening programs, cholesterol testing programs, blood pressure clinics</p>	<p>American Heart Association American Cancer Society</p>
<p><b>Mental Health Care</b> <b>3.3</b></p>	<p>Individuals who report frequent poor physical and mental health tend to utilize the health care system more frequently and have a higher rate of mortality</p>	<p>Improve access to mental health services</p>	<p>Integrate behavioral health into all primary care offices Screen all primary care patients Offer mental health first aid trainings Work towards zero suicide Continue to support Veterans Care Coordinator Explore additional in-patient supports</p>	<p>MHCGM ESMVS</p>



**Goal 4: Neighborhoods are Designed to Support Healthy Living for All Residents**

Factor	Description	Goal	Strategies / Activities	Community Partnerships
<p><b>Housing</b> <b>4.1</b></p>	<p>Safe, affordable and stable housing is important to overall well-being. Lead, indoor allergens such as mold and dust, overcrowding and excessive housing costs are all factors that contribute to negative health outcomes.</p>	<p>Reduce cases of childhood lead poisoning</p> <p>Reduce ED utilization for asthma</p> <p>Address homelessness</p>	<p>Universally screen all 1 and 2 year old children at primary care locations</p> <p>Expand home visiting for asthmatic children</p> <p>Work with children in community settings such as the YMCA on identifying triggers, self care and reducing the risks of asthma</p> <p>Continue support for HCH</p> <p>Continue to participate in City efforts to address homelessness, SUD &amp; mental health</p>	<p>Manchester Health Dept</p> <p>Elliot Health System</p> <p>City of Manchester</p>
<p><b>Transportation</b> <b>4.2</b></p>	<p>A robust transportation system (i.e. public transportation, cars, bikes sidewalks, streets) connects people to each other, work, home, healthcare and other services and can be a positive force in improving health outcomes.</p>	<p>Support a robust transportation system</p>	<p>Expand the CMC shuttle service to assist in medical visits, grocery store visits and socialization activities</p> <p>Assist patients with utilizing Manchester Transportation Authority</p>	<p>Manchester Transit Authority</p>
<p><b>Health Promoting Assets</b> <b>4.3</b></p>	<p>Health promoting assets such as access to health foods and proximity to parks or green space are linked to reduced risks of obesity, diabetes, cancer and heart disease.</p>	<p>Provide new health promoting opportunities on the west side</p>	<p>Explore the re-establishment of a Farmers Market on the west side</p> <p>Explore utilizing Lafayette Park as part of CMC's campus expansion</p>	<p>ORIS</p> <p>City of Manchester</p> <p>St Mary's Bank</p> <p>Ste. Marie Parish</p> <p>ACUM</p>

**Goal 5: Systems are Designed to Foster Neighborhoods of Opportunity for Generations to Come**

<b>Factor</b>	<b>Description</b>	<b>Goal</b>	<b>Strategies / Activities</b>	<b>Community Partnerships</b>
<b>Length of Life 5.1</b>	The life expectancy of an individual is primarily determined by genetics and lifestyle choices. At the population level it is also impacted by social and economic factors such as poverty, safety and educational attainment.	Increase life expectancy for all Manchester residents	Reduce mortality associated with the five leading causes of death in Manchester: Heart Disease, Cancer, Accidents (Unintentional injuries), Chronic lower respiratory diseases, Alzheimer’s Disease	American Heart Association American Cancer Society Manchester Health Dept. Elliott Health System Dartmouth Hitchcock Alzheimer’s Association
<b>Quality of Life 5.2</b>	Quality of life is impacted by factors such as physical and emotional health. Persistent physical and mental distress and traumatic experiences can have a profound impact on an individual’s quality of life.	Improve Quality of life for all ages	Participate in City of Manchester’s Neighborhood Health Improvement Strategy To reduce the number of Childhood Adverse Experiences (ACES)  Improve access to mental health services	Manchester Health Dept Manchester School District Manchester police Dept. MHCGM Dartmouth Hitchcock Elliot Health System
<b>Persistent Poverty and Limited Opportunity 5.3</b>	Persistent intergenerational poverty is a complex problem. When compounded by conditions in high poverty urban neighborhoods, a child’s long-term opportunities for success and good health are greatly undermined.	Provide opportunities to break generational poverty	Position CMC to be an anchor Institution for the West Side	Ste. Marie Parish St. Mary’s Bank ACUM
<b>Aging Population 5.4</b>	The aging of the population will fuel higher demand for health care services for chronic diseases, as well as for nursing home care.	Prepare for the needs of an aging population	Continue to offer/consider expanding the Parish Nurse Program; home care; community and wellness clinics/exercise classes; mental health case management and falls prevention	Manchester Health Dept.

**\* Key Abbreviations**

MCC – Manchester Community College

HCFLC – Holy Cross Family Learning Center

NHTI – New Hampshire Technical Institute

UNH – University of New Hampshire

MCPHS – Mass College of Pharmacy and Health Services

FIT / NHHH – Families in Transition- New Horizons

MRTC – Manchester Recovery and Treatment Center

ESMVP – Easter Seals Military and Veterans Program

NH DHHS – New Hampshire Department of Health & Human Services

NEPCC – New England Poison Control Center

DH- Dartmouth Hitchcock

MHCGM – Mental Health Center of Greater Manchester

ORIS – Organization for Refugee and Immigrant Success

ACUM – America’s Credit Union Museum