

## 1. Social and Economic Factors

Factor Impacting Health Status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
<b>Academic Proficiency</b>	3rd Grade Reading Proficiency	Expand participation of pediatric and family practices in Reading Program type program which incorporates books and the importance of early literacy into pediatric care delivery for young children. Increase age groups receiving books. Books given to children ages 1 to 8 years old.	Support early childhood literacy in Manchester and enhance the foundation for reading proficiency.	Financial and cost of books	# of books given out in practices	MJE Foundation Elliot Family and Pediatric practices	
<b>Community Safety</b>	Violent Crime Rate	Continue providing dedicated Sexual Assault Nurse Examiner (SANE) in emergency department.	Specialized care by trained staff, faster treatment for victims, better evidence collection	Dedicated & trained staff	# patients treated & # trained staff # of patients served from outside greater Manchester	YWCA MPD	

## 2. Health Behaviors

Factor Impacting Health Status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
Alcohol and Drug Misuse	Excessive or Binge Drinking, Underage Drinking and Opioid Misuse	Continue partnership with the NH Judicial branch to operate the administrative and clinical services for the Hillsborough County Drug Court to provide an alternative to incarceration for individuals in the criminal justice system as a result of alleged substance misuse.	Alternative to incarceration to promote recovery from chemical dependency	Program costs	# of graduates	NH Judicial Branch	
		Continue Intensive Outpatient Program (IOP) for patients who need a high level of structure to promote recovery but also need the ability to maintain their current daily life activities.	Decrease risk of substance misuse relapse	Program costs	# of patients treated & follow-up outreach to patient after program completion		
		Continue Partial Hospitalization Program (PHP) for individuals with co-occurring mental health and substance abuse disorders.	Decrease risk of substance misuse relapse for patients for whom outpatient treatment is not effective	Program costs	# of patients treated	Network4Health	
		Distribute Harm Reduction/NARCAN kits in ED and Maternity/L & D to patients at risk of an overdose. Explore distribution in practices as appropriate	Decrease risk of death from opioid overdose	Staff Costs Costs of kits	# of kits distributed	Public Health Network MIH	
		Provide Substance Use Disorder (SUD) support in the acute care setting by providing access to an MLADC.	Provide SUD patients in the emergency department or other areas of the hospital with education and the most appropriate treatment and discharge plan	Staff Costs	# of patients treated by MLADC		
		MOM Grant: "safe plan of care"	The MOM program is available to women who are currently pregnant and up to two years postpartum, have opioid misuse disorder, and who are eligible for Medicaid. By serving as an access point to these resources, the MOM program helps new and expecting mothers and their babies have good health during pregnancy and beyond.	Staff and Program costs	# of patients served Implementation of program in EPIC		
		Partner with Amoskeag Health to provide Medication-Assisted Treatment (MAT) services including the support for particular practices in MAT engagement.	Provide treatment and sustained recovery for substance use disorders	Program costs	# of patients treated	Amoskeag Health	Some Providers doing MAT, Amoskeag to support our patients

## 2. Health Behaviors

Factor impacting health status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
Alcohol and Drug Misuse	Substance Misuse	Recovery Friendly Workplace	Creating a healthy and safe environment where employers, employees, and communities can collaborate to create positive change and eliminate barriers for those impacted by addiction.			Makin' It Happen NH Recovery Friendly Initiative	
		Continue to maintain software in the emergency department to coordinate care for high utilizers of ED services, including those with substance use disorders.	Support the appropriate discharge planning to improve outcomes	Software maintenance costs	Patients flagged in system	Network4Health	
		Accept referrals of individuals for treatment from municipal and state programs designed to address substance misuse, such as The Doorway NH program.	Provide access to the appropriate care setting for patients seeking addiction treatment through municipal services	Staff time	# of patients treated at Elliot as a result of coordinated care	The Doorway NH	
		Continue to advocate for safe disposal of drugs by hosting annual drug take back day, installing permanent safe disposal bins at certain locations, and providing ongoing education regarding safe disposal and bin locations.	Decrease access to prescription drugs and provide community education on prescription medications	Staff time & resources	Amount of medication collected	DEA & Manchester Police Department	
		Provide resources for smoking cessation to COPD patients or others with respiratory conditions.  Assess for substance misuse (alcohol, smoking, vaping, drug use both prescribed and non-prescribed in homes and refer to resources			Staff time	VNA EMG	
		Continue to evaluate and implement evidence-based screening tools to treat patients. (This includes for youth 12 and over)	Ability to identify potential substance misuse issues and provide timely and appropriate treatment	Provider time	# of screenings & treatments		

## 2. Health Behaviors

Factor impacting health status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
<b>Diet &amp; Exercise</b>	Adult and Youth Obesity	Partner with local grocery stores to educate patients on healthy food choices and dietary needs for certain medical conditions.	Community education for healthy food options and making better choices	Staff time	Education sessions held & demonstrations provided	Hannaford Grocery Store	
		Sponsor bicycle program for school-aged kids to promote compliance with elementary school leadership initiatives aimed at positively impacting educational, social, and health choices.	Provides physical activity to kids while enhancing and supporting good education and health choices	Program costs	# of bicycles awarded	Manchester Public Health Department MPS	
	Adult Physical Inactivity	Continue to support adult physical activity initiatives by offering use of "Welliot", Elliot's gym, to the Elliot Employees, and to provide low-cost access to "Welliot" at Rivers Edge to community members to support wellness and physical education programs to the community.	Provide community access to wellness and fitness programs	Staff time	Programs offered & number of members		
	Youth Screen Time Use & Insufficient Sleep	Continue to promote and support educational campaigns, such as 5210, to support healthy behaviors and good choices for kids and their parents.	Increase healthy lifestyle choices	Provider time	# patients educated		
	Address Access to food/Food Security	Diabetes Management Elliot Endocrinology to establish increased access in FY24 to provide services to our patients within walking distance to main campus or accessible via public transportation. Potential to expand community education offerings through Diabetes Education department.		Provider time	# of patients served		

## 2. Health Behaviors

Factor Impacting Health Status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
<b>Tobacco Use</b>	Adult and youth Tobacco use and vaping	Provide education and programs to prevent and stop individuals from smoking and vaping.	Decrease smoking and vaping rates	Staff time & training costs	# education sessions held		
<b>Sexual Activity</b>	Sexually Transmitted Infections	Continue chlamydia screening program for sexually active women between the ages of 16-24.	Early and increased diagnosis to prevent long-term health problems	Staff time & provider time	# of screening tests		
<b>Healthy Behaviors (Overall)</b>	Healthy Behaviors (Overall)	Implement the "Doctor's Note" health education initiative to provide important health information to school aged children, teens, and their families.	Improve overall health and healthy choices of the community	Program costs & staff time	# of "Notes" circulated	Manchester Public Health Department & School Department	

### 3. Clinical Care

Factor Impacting Health Status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
<b>Adequate Access to Care</b>	Medically Underserved Areas	Continue to provide primary care services in Raymond, Briarwood, Derryfield, Elliot Family Med/Manchester, pediatric and family practices/Medicaid patients with Manchester zip code - medically underserved area.	Increase access to medical services in underserved area	Practice costs	# patients treated		
	Uninsured	Continue partnership with and support of clinical programming offered by Amoskeag Health, Greater Manchester's Federally Qualified Health Center	Increase access to and provide healthcare services to those who are uninsured and underinsured	Financial, provider, & support services	Support provided	Amoskeag Health	
		Continue hospital-based care coordination program for veterans through a dedicated case manager.	Ensure veterans have access to quality healthcare and support services	Program costs	# of veterans served	Easter Seals	

Factor Impacting Health Status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
Adequate Access to Care	Preventative Healthcare (i.e. Vaccines and Cancer screenings)	Maintain and grow (as possible) Care GAP outreach program(s) for patients overdue for preventative care (i.e. colonoscopy, mammogram, etc.) and chronic condition management.	Ensure preventative care and disease management to prevent acute care episodes	Cost of software & staff to manage program	Patients scheduled & seen after care gap outreach		
		Provide cancer screening services including breast cancer, lung cancer, colon cancer and others.	Save lives and improves outcomes with early detection of cancer	Program costs	# of patients screened	State of New Hampshire Department of Health and Human Services	
		Provide education events on Importance of cancer screenings	Save lives and improve outcomes	Program costs	# of events & attendees	MJE Foundation Community Events	
	Ambulatory Care Sensitive Conditions	Support the Asthma "Breathe Easy Program", which offers home-based education and services to assist adults in the self-management of asthma.	Reduce preventable emergency department visits and hospitalizations for asthma	Financial Support	Reduction in ED usage & hospitalizations, & improvement in asthma symptoms	Manchester Public Health Department	

### 3. Clinical Care

Factor Impacting Health Status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
<b>Adequate Access to Care</b>	Acute Care Access	Evaluate and undertake deliberate steps to address the experience of patients seeking care in the emergency department and the delivery of care in that environment, in which there is in increasing demand for services.	Address acute care demand	Program costs	# of patients treated		
		Evaluate and implement as feasible initiatives to enable patients to identify the correct site of care to address needs outside of the emergency department.	Provide appropriate alternatives to emergency department care	Program costs	Programs implemented		
	Access to Care	Evaluating CHF forms to ensure they are written using USDHHS Simply Put Tool health care literacy standards (reading, writing- 5 <sup>th</sup> to 6 <sup>th</sup> grade level, verbal and numerical skills in the context of health)	Ensuring patients have important health information	Program costs		VNA	
	Dental Care	Offer oral maxillofacial surgical services.	Provide access to care for reconstructive and emergency dental care	Program costs	# of patients treated		
	Thoracic Care	provision of free pulse oximeters for patients experiencing resource challenges to facilitate at home monitoring and reduce ER/office visits		Equipment costs	# of oximeters distributed		
<b>Quality of Care</b>	Health Screenings	Participate in the State's <i>Let No Woman Be Overlooked</i> Breast and Cervical Cancer Program (BCCP) by serving as a screening site for Breast and cervical cancer.	Decrease mortality rates from breast and cervical cancer through early detection	Staff time & resources	Patients screened	State of New Hampshire Department of Health and Human Services	
	Prenatal Care	Sponsor Healthy Start Home Visiting Program providing pregnant women a minimum of three home visits to support prenatal care.	Improved pregnancy outcomes, improve child and health development and improve maternal life course development	Financial support	# patients in program	Manchester Health Department and Amoskeag Health	

## 4. Nutrition (Food Security), Healthy Homes and Neighborhoods

Factor Impacting Health Status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
<b>Housing</b>	High Potential Lead Risk	Conduct lead screening for children in the first two years of life in pediatrics practices.	Early identification of lead poisoning to minimize health impacts to children	Lab testing	# / % tested	City of Manchester/Health Department	
		Support VNA Maternal Child Health Program to provide education to parents/ caregivers on lead poisoning and child safety in the home.	Decrease incidence of lead poisoning Assess for safety risk for babies/children and assess for neglect and abuse	Education time	# of patient educated	VNA of Manchester and Southern NH	
<b>Transportation</b>	Uber Health	Provide transportation home for those in need.	Provide transportation for patients requiring assistance	Cost of transportation	# of vouchers & rides	ACS (transportation grant) Uber Health	
<b>Health Promoting Assets</b>	Address Access to food/Food Security	Registered Dietitians working on a program for food insecure patients and nutritional assessment model for inpatients	Increase access to healthy foods	Program costs	Food provided		
	Address Access to food/Food Security	Food Pantry & Nutrition Classes to address food security needs of patients at the Solinsky Center for Cancer Care	Increase access to healthy and disease appropriate foods	Provider time Local food suppliers Food Services Ca Center staff	# of patients served	Local CSA for fresh products	
	Address Access to food/Food Security	Referrals to SNAP and Meals on Wheels Access to virtual visits with nutritionist				VNA of Manchester and Southern NH	
	Address Access to food/Food Security	Support community-based initiatives to expand access to healthy, local foods	Increased access to locally produced, healthy foods	Program costs	Number of community members supported by program	Boys & Girls Club of Grt Manchester, ORIS/Fresh Start Farms	

## 5. Health Outcomes & Opportunities

Factor Impacting Health Status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
Length of Life	Life Expectancy/ Premature Death	Continue to provide preventative health services, education, support groups and necessary acute care services.	Increase life expectancy/ reduce premature death	Program costs	Life expectancy Rate/ premature death rate		
	Leading Cause of Death	Continue to invest and provide healthcare services to prevent and treat the Leading Causes of Death in the community including diseases of the heart, cancer, accidental injuries, traumas and Alzheimer's disease. <i>See below</i>	Increase life expectancy/ reduce premature death	Program costs	Life expectancy Rate/ premature death rate		
	Diseases of the Heart	Continue to provide cardiac services along the continuum of care, including diagnostic testing, interventional cardiology, and disease specific programming such as the Congestive Heart Failure (CHF) program to help patients manage their condition and improve quality of life through education and support services.	Keep CHF patients out of the hospital and minimize visits to the emergency department	Program costs	# of hospitalizations & ED visits		
	Cancer	Develop comprehensive Cancer Center, which provides a suite of services to address screening and diagnosis, multiple modalities of treatment, and supportive care offerings.	Reduce barriers to care, improve timely access to treatment and improve outcomes from cancer patients	Program costs	# of patients treated		

## 5. Health Outcomes & Opportunities/Trauma & Health

Factor impacting health status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
Length of Life	Accidents (unintentional Injuries)	Maintain certification as ACS designated trauma program to provide immediate access to critical care for trauma-related injuries in the community.	Injury prevention	Program costs	# of trauma activations		
		Continue to provide trauma and injury training and education (such as "stop the bleed") in the community, including to first responders, schools, etc.	Injury prevention and lifesaving trauma education	Program costs & staff time	# education events	School departments, other local community partners	
		Continue Bike Helmet program whereby children treated at Elliot Hospital or one of its urgent care centers who do not have access to a bike helmet are provided a voucher for one at a local bike shop.	Injury prevention	Cost of helmets	# vouchers	Bike Barn, Manchester School Department	
		Provide car seat safety and education through trained car seat safety staff, in addition to providing car seats for patients in need. (Engagement through Wellness on Wheels events)	Injury prevention	Cost of car seat & staff time	# of events & # of car seats provided		
		Support VNA education for all Maternal and Child Health patients in the areas of fire safety, fall prevention, bathroom safety, oxygen safety, emergency preparedness, secondhand smoke, firearm safety, personal safety, and trampolines.	Injury prevention	Staff time & resources	# of patients educated	VNA of Manchester and Southern NH	
	Intentional Self-harm (suicide)	Implement the Columbia suicide risk assessment and screening tool in the ED for all patient ages 12+ or those under the age of 12 presenting with behavioral health condition.	Identify patients at risk for suicide and increases probability of providing appropriate real-time intervention	Staff time & resources	# of screening & # of interventions	NH Behavioral Health Clinical Learning Collaborative	
	Alzheimer's Disease Dementia	Implementation of Dementia Friendly Hospital program which includes family education, resources on care units to support the needs of patients.				Alz Association	

## 5. Health Outcomes & Opportunities/Trauma and Health

Factor Impacting Health Status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
Quality of Life	Adverse Childhood Experiences	See work in <i>Child Abuse and Neglect</i>					
	Frequent Physical and Mental Distress	Utilize evidence-based depression screening tools and protocols in appropriate physician practices.	Identify patients with depression and provide resources for treatment	Staff time & resources	# of screenings		
		Provide 24/7 behavioral health consults in the acute care setting.	Provide patients access to quality care and identify resources for treatment	Program costs	# of consults	Greater Manchester Mental Health Center	
		Continue to serve as a Designated Receiving Facility (DRF) to provide beds in the community for individuals who require Involuntary Emergency Admission (IEA) to treat acute behavioral health needs.	Provide patients access to quality care	Program costs	# of patients utilizing DRF beds	State of New Hampshire	
		Continue to offer dedicated space and specialized services through the psychiatric evaluation program (PEP) in the emergency department.	Ability to place behavioral health patients in the appropriate environment in the emergency department	Program costs	# of patients treated		
		Evaluate and implement models of integrated behavioral health care using evidence-based tools.	Improve patient health and patient experience	Program costs	# of patients & # of practices offering integrated behavioral health	Network4Health	
		Continue to provide support groups for the community for those experiencing changes/ stressful time in their lives, such as infant loss, new moms, bereavement, cancer care, cardiac health, etc.	Provide support and decrease stress of significant life events	Staff time	# of groups & # of attendees	VNA of Manchester & Southern NH	

## 5. Health Outcomes & Opportunities/Trauma and Health

Factor Impacting Health Status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
<b>Quality of Life</b>	Child Abuse and Neglect	Continue to provide child abuse specialists to support victim needs. CAP program specifically focuses on the medical evaluations for patients with suspected abuse or neglect of all kinds, Pedi Specialties clinic  Increased availability of social worker in pedi-specialty clinic	Provide child abuse services in the community	Program costs	# victims identified & treated	Child Advocacy Center of Hillsborough County	
		Continue support of Child Advocacy Center of Hillsborough County.	Specialized care for child abuse victims	Financial support	Financial support & provider time	Child Advocacy Center of Hillsborough County	
		Continue to provide pediatric SANE nurse specialist in the ED.	Specialized care by trained staff, faster treatment for victims, better evidence collection	Dedicated & trained staff	# patients treated & # trained staff	YWCA & Child Advocacy Center of Hillsborough County	
<b>Aging Population</b>	Aging Population	Continue to provide senior specific services and programs for the 65+ population, such as fall prevention programs, dedicated geriatric behavioral health unit, and senior focused fitness programs.	Provide seniors the maximum quality of life and enhanced health outcomes	Program costs	Programs & services offered & projects funded	VNA of Manchester and Southern NH and Community Physicians	
		Support the VNA volunteer program designed to provide support services to hospice patients, including the elderly population.	Allow hospice patients to live fully as long as possible	Program costs	# of patients served	VNA of Manchester and Southern NH	

## 6. Social and Economic (Workforce Development)

Factor Impacting Health Status	Indicator of Health Status	Action to Address	Anticipated Impact	Resources	As Measured By	Community Partner(s)	Outcomes
		ESOL classes offered for Elliot Health System employees	Improve language skills for staff across Elliot Health System, create pathways for employment opportunities		# of participants and growth in career path Increase retention rates		
		Training/apprenticeship program for critical positions including LNAs, Surgery Techs, and Patient Service Representatives to name a few	Increase number of employees for critical frontline positions	Workforce staff, GRANITE Partners grant	# of graduates and assessment of employment status over time	MCC, CMC, SNHH	
		Development of high school program, with focus on students from Manchester schools	Increase pathway for employment opportunities for students	Workforce staff, grant funding	# of program participants	Manchester Public Schools, Manchester Proud	
Employment	Stable Employment	Continue partnership with NH Jobs Corps to offer on-site skills training and employment for students in hospitality services.	Improve career training opportunities for low-income youth and young adults ages 16-24	Staff & management training time	# of NH Jobs Corps students trained	NH Job Cops	