

PRIORITY FOCUS AREA



SOCIAL ENVIRONMENT

A community's social conditions and cultural dynamics, including social networks, social participation, social cohesion, social capital, social support, social inclusion, social integration, discrimination, trust, and norms. When strong, these elements can: provide people with a source of support; protect people from stressors; buffer the effects of stress; connect people with resources; and influence health behaviors. Communities of color and communities of lower socioeconomic status are at a disadvantage with respect to many elements of the social environment, thus contributing to health disparities. Discrimination, which affects shared perceptions, is another element of the social environment. Source: MA DPH.

DESCRIPTION OF NEED
 (2019 CHNA)

Please refer to pages 29-22 in the 2019 CHNA

PRIORITY POPULATIONS
 (TO BE ADDRESSED BY STRATEGIES)

Black and Latino residents of the service area; children who have experienced trauma; gay, lesbian, bisexual, queer, and questioning (GLBQ+) youth; older adults; people re-entering the community after incarceration; low and moderate-income (LMI) people earning below a living wage; transgender, non-binary, and gender nonconforming people.

White people in positions of power are also a priority population. It is critical this population acknowledge and recognize systems of white dominance in institutions that are named and being used as “remedies” to racial discrimination.

GOAL

Increase strong social environments for all priority populations in the Baystate Franklin service area.

OBJECTIVE
 (SMART)



TBD - DoN RFP Strategies under development

OUTCOME/PROCESS INDICATORS	MEASURES OF SUCCESS		DATA SOURCE
	BASELINE	2022 TARGET	

- TBD

STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 🕒 👤 💰	OTHER SOURCE A	PARTNERS
			Y1	Y2	Y3			
1.1.1 Community Action Pioneer Valley Strengthening Perinatal Partnerships Grant	C	F	X	X		DoN Funding	CAPV	
1.1.2 Montague Ministries SOAR / MIND Grant	C	F	X			DoN Funding	Montague Ministries	
1.1.3 Understanding the impacts of structural racism: Hospital Administration, CBAC, Grantees.	F	C / I	X			DoN Funding		
1.1.4 Anchor Mission goal around hiring, purchasing, place based investments.	F	O	X			Hospital operations	FCCDC	

MONITORING/EVALUATION APPROACHES	POTENTIAL PARTNERS
<ul style="list-style-type: none"> Quarterly review of strategy indicators by BFMC CBAC Annual check-in with SIP partners Public Health Institute of Western MA contracted for technical assistance and evaluation of each grantee Semi-annual grantee reports Annual presentation to BFMC CBAC 	<ul style="list-style-type: none"> RFP grantees - TBD Franklin County Community Development Corporation (FCCDC)

PRIORITY FOCUS AREA **2** **MENTAL HEALTH AND SUBSTANCE USE**

DESCRIPTION OF NEED
 (2019 CHNA) Please refer to pages 68-77 in the 2019 CHNA

PRIORITY POPULATIONS
 (TO BE ADDRESSED BY STRATEGIES) Communities of color (especially Latinos); GLBQ+ youth; older adults; people living unsheltered/homeless; people reentering society after incarceration; people with mental health and/or substance use diagnoses; transgender youth; youth

GOAL Increase access to prevention, treatment, and recovery supports for priority populations with mental health and/or substance use diagnoses.

OBJECTIVE
 (SMART) **2.1** Increase community and provider capacity to advocate for mental health and substance use disorder treatment and prevention through training and coalition building within three years of strategy implementation.

OUTCOME/PROCESS INDICATORS	MEASURES OF SUCCESS		DATA SOURCE
	2020 BASELINE	2022 TARGET	
• Number of organizations participating in Opioid Task Force			OTF
• Number of organizations participating in Franklin County Health Improvement Plan (CHIP)			Franklin CHIP
• Number of providers trained on mental and behavioral health treatment best practices through CVS Health Grant (FY 2020 only)	0		Baystate Health Foundation

STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 🕒 👤 💰	OTHER SOURCES	PARTNERS
			Y1	Y2	Y3			
2.1.1 Franklin County Opioid Task Force (OTF)	C	P	X	X	X	Time, Staff, CBAC		
2.1.2 Franklin County Health Improvement Plan (CHIP):	C	F	X	X		DoN CHI Funding through FY 2021	Franklin CHIP Network	
2.1.3 Regional Hospital and Community Provider Training: <i>best practices in mental and behavioral health treatment</i>	D	I	X			Time, Staff	CVS Health Foundation \$27,000	

MONITORING/EVALUATION APPROACHES	POTENTIAL PARTNERS
• Quarterly review of strategy indicators by BMC CBAC	•
• Annual check-in with SIP partners	•
• Annual SIP work plan updates posted on BH website	•
•	•

PRIORITY FOCUS AREA

2

MENTAL HEALTH AND SUBSTANCE USE

OBJECTIVE (SMART)

2.2

Increase access to equitable mental health and substance use treatment within three years of strategy implementation.

OUTCOME/PROCESS INDICATORS				MEASURES OF SUCCESS		DATA SOURCE			
				2020 BASELINE	2022 TARGET				
• Completion of Baystate Health Behavioral Health Hospital				Incomplete	In Progress/Complete	Baystate			
• Number of families served by Empower Power						Baystate			
• Rate of opioid overdose ED visits at BFMC						Baystate			
STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 🕒 👤 💰	OTHER SOURCES	PARTNERS	
			Y1	Y2	Y3				
2.2.1	Empower Program	C	O / P	X	X	X	Hospital Operations	Franklin County Perinatal Support Coalition	
2.2.2	Baystate Health Behavioral Health Hospital	F	O	-	-	-	Hospital Operations		
2.2.3	BRIDGE	C	O / C / I	X	X	X	Hospital Operations	HRSA - Rural Communities Opioid Response Program (RCORP)	Various community-based organization
2.2.4	Baystate Family Medicine Residency Program; intensive SUD training	F	P	X			CBAC		
MONITORING/EVALUATION APPROACHES					POTENTIAL PARTNERS				
• Quarterly review of strategy indicators by BMC CBAC					•				
• Annual check-in with SIP partners					•				
• Annual SIP work plan updates posted on BH website					•				
•					•				

PRIORITY FOCUS AREA

2

MENTAL HEALTH AND SUBSTANCE USE

OBJECTIVE (SMART)

2.3

Increase access to prevention-based initiatives for all individuals within three years of strategy implementation.

OUTCOME/PROCESS INDICATORS	MEASURES OF SUCCESS		DATA SOURCE
	BASELINE	2022 TARGET	
<ul style="list-style-type: none"> Weight of medication collected at BFMC kiosk 	0 lbs		Baystate Health
<ul style="list-style-type: none"> Weight of sharps collected at BFMC kiosk 	0 lbs		Baystate Health

STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 🕒 👤 💰	OTHER SOURCES	PARTNERS
			Y1	Y2	Y3			
2.3.1 BFMC Medication and Sharps Kiosks	C	O	X	X	X	Hospital Operations		
2.3.2 Partnership with Communities That Care and 4SC on three events per year	C	P	X	X	X	In-kind		
2.3.3 Communities That Care Coalition Grant	C	F	X	X		DoN Funding		

MONITORING/EVALUATION APPROACHES	POTENTIAL PARTNERS
<ul style="list-style-type: none"> Quarterly review of strategy indicators by BMC CBAC Annual check-in with SIP partners Annual SIP work plan updates posted on BH website 	<ul style="list-style-type: none">

PRIORITY FOCUS AREA

3

BUILT ENVIRONMENT

Access to Transportation, Health Care, and Food Security

DESCRIPTION OF NEED
 (2019 CHNA)

Please refer to pages 40-45 in the 2019 CHNA

PRIORITY POPULATIONS
 (TO BE ADDRESSED BY STRATEGIES)

Children and youth; low and moderate-income (LMI) people earning below a living wage; young adults

GOAL

Increase transportation and housing options for residents of Franklin County/North Quabbin.

OBJECTIVE
 (SMART)

3.1

Support development of rideshare and micro-transit models appropriate for rural areas within three years of strategy implementation.

OUTCOME/PROCESS INDICATORS		MEASURES OF SUCCESS		DATA SOURCE
		2020 BASELINE	2022 TARGET	
Participation in FRCOG rideshare pilot		none	Attend 75% of planning meetings	FRCOG
Participation in next generation of rideshare service in our region		none	BFMC is core partner	FRCOG/ FRTA
Support greater use of FRTA Access program among patients, staff at BFMC and BMP		# trips to BFMC recorded	Triple the number	FRTA

STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 🕒 👤 💰	OTHER SOURCES	PARTNERS	
			Y1	Y2	Y3				
3.1.1	FRCOG Rideshare Pilot and Project	D	I	X	X	X	Time, Staff, CBAC	State Budget Earmark	FRCOG
3.1.2	Support Greater Use of FRTA Access	D	P	X	X	X	Time, Staff, CBAC	FRTA	

MONITORING/EVALUATION APPROACHES	POTENTIAL PARTNERS
<ul style="list-style-type: none"> Quarterly review of strategy indicators by BMC CBAC Annual check-in with SIP partners Annual SIP work plan updates posted on BH website 	<ul style="list-style-type: none"> Other human service and healthcare partners

PRIORITY FOCUS AREA



BUILT ENVIRONMENT

Access to Transportation, Health Care, and Food Security

OBJECTIVE (SMART)



Improve housing options for young people who have experienced trauma within three years of strategy implementation.

OUTCOME/PROCESS INDICATORS				MEASURES OF SUCCESS		DATA SOURCE		
				2020 BASELINE	2022 TARGET			
<ul style="list-style-type: none"> Number of total youth supported by DIAL/SELF 						DIAL/SELF		
STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 👤 🕒 💰	OTHER SOURCES	PARTNERS
			Y1	Y2	Y3			
3.2.1	DIAL/SELF	C	F	X	X	X	DoN CHI Funding	
3.2.2								
MONITORING/EVALUATION APPROACHES				POTENTIAL PARTNERS				
<ul style="list-style-type: none"> Bi-annual reports from DIAL/SELF Quarterly review of strategy indicators by BMC CBAC Annual check-in with SIP partners Annual SIP work plan updates posted on BH website 				<ul style="list-style-type: none"> Franklin County Community Development Corporation (FCCDC) 				

PRIORITY FOCUS AREA



BUILT ENVIRONMENT
Access to Transportation, Health Care, and Food Security

OBJECTIVE (SMART)



Increase access to care for residents of Franklin County/North Quabbin, with a special emphasis on improving access for members of priority populations.

OUTCOME/PROCESS INDICATORS	MEASURES OF SUCCESS		DATA SOURCE
	2020 BASELINE	2022 TARGET	
• Number of MassHealth, Health Safety Net and Financial Assistance Program applications completed			Baystate
• Number of patients assisted by financial counselors			Baystate
• Expansion of CHCFC on-site Dental Clinic and increased collaboration with clinic	Current size	Two additional rooms	Baystate
• Telehealth capacity development - TBD	TBD	TBD	

STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 👤 🕒 💰	OTHER SOURCES	PARTNERS
			Y1	Y2	Y3			
3.2.1 Baystate Financial Assistance Program (FAP)	C	O	X	X	X	Hospital Operations		
3.2.2 Baystate Financial Counseling	C	O	X	X	X	Hospital Operations		
3.2.3 CHCFC BFMC On-site Dental Clinic	C	O	X	X		Hospital space	CHCFC	
3.2.4 Telehealth capacity development and deployment in rural areas	D	P / I		X	X	Bridge Team	U.S. Department of Health and Human Services (HHS) Grant	

MONITORING/EVALUATION APPROACHES	POTENTIAL PARTNERS
• Annual check-in with SIP partners	• Center for New Americans (CfNA)
• Quarterly review of strategy indicators by BMC CBAC	• Community Action Pioneer Valley (CAPV)
• Annual SIP work plan updates posted on BH website	• Franklin Regional Council of Governments (FRCOG)
•	• Interfaith Council
•	• Tapestry Health
•	• The Literacy Project

PRIORITY FOCUS AREA

4

CARE COORDINATION

DESCRIPTION OF NEED
 (2019 CHNA)

Please refer to pages 62-63 in the 2019 CHNA

PRIORITY POPULATIONS
 (TO BE ADDRESSED BY STRATEGIES)

People reentering society after incarceration; people with mental health and/or substance use disorders; GLBQ+ and transgender individuals

GOAL

Improve care coordination systems in Franklin County/North Quabbin.

OBJECTIVE
 (SMART)

4.1

Increase access to local community resource information for hospital staff, community organizations and residents within three years of strategy implementation.

OUTCOME/PROCESS INDICATORS	MEASURES OF SUCCESS		DATA SOURCE
	2020 BASELINE	2022 TARGET	
• Number of meetings held to promote Look4Help internal to Baystate Franklin providers			CAPV data
• Creation of billing structure for Look4Help	Incomplete	Complete	CAPV data
• Use of Look4Help by hospital employees		Increased use	CAPV survey data
• Use of Look4Help by community organizations		Increased use	CAPV survey data

STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 👤 🕒 💰	OTHER SOURCES	PARTNERS
			Y1	Y2	Y3			
4.1.1 Look4Help – utilization and promotion	C	P	X	X	X	CBAC; Hospital Staff		CAPV
4.1.2 Look4Help – sustainability	F	F	-	-	-	TBD; <i>Previous funding provided FY16-19</i>	CAPV	CAPV

MONITORING/EVALUATION APPROACHES	POTENTIAL PARTNERS
• Quarterly review of strategy indicators by BMC CBAC	•
• Annual check-in with SIP partners	•
• Annual SIP work plan updates posted on BH website	•
•	•

PRIORITY FOCUS AREA

4

CARE COORDINATION

OBJECTIVE (SMART)

4.2

Increase utilization and capacity of community health workers, recovery coaches, and health navigators within three years of strategy implementation.

ANNUAL OUTCOME/PROCESS INDICATORS				MEASURES OF SUCCESS		DATA SOURCE
				2020 BASELINE	2022 TARGET	
<ul style="list-style-type: none"> Number of grants that include component for community health workers, recovery coaches, and/or health navigators 				1 grant	3 grants	BFMC
<ul style="list-style-type: none"> Number of meetings convened for community health workers, recovery coaches, and health navigators 				None	Annual meeting	BFMC
<ul style="list-style-type: none"> Advocate with state legislature and DPH to increase ability to bill the time of these peer navigator roles. 				n/a	Testimony	Baystate

STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 👤 🕒 💰	OTHER SOURCES	PARTNERS
			Y1	Y2	Y3			
4.2.1 Consider including CHWs/RCs in all appropriate grants written	F	I	-	-	-	BFMC Bridge Clinic; CBAC		
4.2.2 Convene annual meeting with community health workers, recovery coaches, and health navigators	F	I	-	-	-	Time; CBAC; Staff		
4.2.3 Legislative Advocacy - with state legislature and DPH to increase ability to bill the time of these peer navigator roles.	D	I, C	x	x	x	BH Office of Government		

MONITORING/EVALUATION APPROACHES	POTENTIAL PARTNERS
<ul style="list-style-type: none"> Quarterly review of strategy indicators by BMC CBAC Annual check-in with SIP partners Annual SIP work plan updates posted on BH website 	<ul style="list-style-type: none">

PRIORITY FOCUS AREA

4

CARE COORDINATION

OBJECTIVE (SMART)

4.3

Increase support of improved care coordination through hospital-led regional collaboratives.

OUTCOME/PROCESS INDICATORS				MEASURES OF SUCCESS		DATA SOURCE
				2020 BASELINE	2022 TARGET	
<ul style="list-style-type: none"> Number of Baystate Franklin staff serving on Franklin County Perinatal Support Coalition (FCPSC) 						FCPSC
<ul style="list-style-type: none"> Readmission Collaborative - TBD 				TBD	TBD	Baystate Health

STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 👤 🕒 💰	OTHER SOURCES	PARTNERS
			Y1	Y2	Y3			
4.3.1 Franklin County Perinatal Support Coalition	C	P / C	X	X	X	Staff; Time	Community Based Organizations serving on FCPSC	
4.3.2 Readmission Collaborative Membership Expansion	D	C / I	X	X	X	Staff; Time	Community Based Organizations	

MONITORING/EVALUATION APPROACHES	POTENTIAL PARTNERS
<ul style="list-style-type: none"> Quarterly review of strategy indicators by BMC CBAC Annual check-in with SIP partners Annual SIP work plan updates posted on BH website 	<ul style="list-style-type: none">

PRIORITY FOCUS AREA

5

CHRONIC DISEASE

IDENTIFIED NEEDS
 (2019 CHNA)

Please refer to pages 77-86 in the 2019 CHNA

PRIORITY POPULATIONS
 (TO BE ADDRESSED BY STRATEGIES)

Children; Older adults; People of color (focus on Blacks)

GOAL

Reduce the burden of chronic disease in the Baystate Franklin service area.

OBJECTIVE
 (SMART)

5.1

Increase support for evidence-based programming to reduce the development and management of diabetes within three years of strategy implementation.

OUTCOME/PROCESS INDICATORS	MEASURES OF SUCCESS		DATA SOURCE
	2020 BASELINE	2022 TARGET	
• Number of participants who successfully complete the Stanford Chronic Disease Self-Management Program (CDSMP)			LifePath
• Number of participants who successfully complete the Diabetes Prevention Program (DPP)			YMCA of Athol, Greenfield
• Pre-diabetic screenings for patients at hospital and BMP - TBD	TBD	TBD	Baystate

STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 🕒 👤 💰	OTHER SOURCES	PARTNERS
			Y1	Y2	Y3			
5.1.1 YMCA Diabetes Prevention Program	C	P	X	X	X	CBAC		YMCA of Athol and Greenfield
5.1.2 Stanford Chronic Disease Self-Management Program (CDSMP)	C	P	X	X	X	CBAC		LifePath

MONITORING/EVALUATION APPROACHES	POTENTIAL PARTNERS
• Quarterly review of strategy indicators by BMC CBAC	• Elm Terrace
• Annual check-in with SIP partners	• Greenfield Gardens
• Annual SIP work plan updates posted on BH website	• Highland Village
•	• Leyden Woods
•	• Montague Catholic Social Ministries
•	• Powertown Apartments

PRIORITY
FOCUS AREA

5

CHRONIC DISEASE

OBJECTIVE
(SMART)

5.2

Reduce the prevalence of childhood obesity in the region within three years of strategy implementation.

OUTCOME/PROCESS INDICATORS				MEASURES OF SUCCESS			DATA SOURCE		
				2020 BASELINE	2022 TARGET				
<ul style="list-style-type: none"> Number of youth enrolled in MIGHTY program 				35			MIGHTY		
STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 👤 🕒 💰	OTHER SOURCES	PARTNERS	
			Y1	Y2	Y3				
5.2.1	MIGHTY (Moving, Improving, Getting Health Together at the YMCA)	C	O / I	X	X	X	Baystate Pediatric Weight Management Staff	Kohls Cares Grant	YMCA in Greenfield
MONITORING/EVALUATION APPROACHES				POTENTIAL PARTNERS					
<ul style="list-style-type: none"> Quarterly review of strategy indicators by BMC CBAC Annual check-in with SIP partners Annual SIP work plan updates posted on BH website 				<ul style="list-style-type: none"> 					

PRIORITY
FOCUS AREA

5

CHRONIC DISEASE

OBJECTIVE
(SMART)

5.3

Improve services for older adults living with chronic disease within three years of strategy implementation.

OUTCOME/PROCESS INDICATORS				MEASURES OF SUCCESS		DATA SOURCE
				2020 BASELINE	2022 TARGET	
<ul style="list-style-type: none"> Number of towns with Age Friendly Community Policies 				1 - Deerfield	4	MA Healthy Aging Collaborative
<ul style="list-style-type: none"> Number of town Age-Friendly Community Planning process that BFMC staff participate in 				0	2	Life Path, FRCOG
<ul style="list-style-type: none"> Number of towns whose Age Friendly Action Plans include better services for elders with chronic diseases 				0	2	Life Path, FRCOG

STRATEGIES	STATUS C = Current D = In Development F = Future	HOSPITAL ROLE O = Operational C = Convener P = Partner F = Funder I = Implement	TIMELINE			HOSPITAL RESOURCE INPUT(S) 👤 🕒 💰	OTHER SOURCES	PARTNERS
			Y1	Y2	Y3			
5.3.1 BFMC staff participation in Age-Friendly Community planning processes	F	P	X	X	X	Time, Staff, CBAC	Life Path	

MONITORING/EVALUATION APPROACHES	POTENTIAL PARTNERS
<ul style="list-style-type: none"> Quarterly review of strategy indicators by BMC CBAC Annual check-in with SIP partners Annual SIP work plan updates posted on BH website 	<ul style="list-style-type: none"> Public Health Nurses from Greenfield, Rowe, Heath, FRCOG, and Local Councils on Aging and Senior Centers