



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY27-29



St. Joseph’s Hospital Health Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on April 24, 2026. St. Joseph’s Hospital Health Center performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment considered a comprehensive review of secondary data analysis of patient outcomes, community health status, and social influencers of health, as well as primary data collection, including input from representatives of the community, community members and various community organizations.

The complete CHNA report is available electronically at [Health Needs Assessment | St. Joseph's Health Syracuse, New York \(NY\) Hospitals](#) or printed copies are available at 301 Prospect Ave Syracuse, NY 13203.

Our Mission

We, St. Joseph’s Health and Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

St. Joseph’s Hospital

St. Joseph’s Health Hospital serves as the backbone of this integrated system. Hospital services include, but are not limited to: medical/surgical inpatient care; OB/ GYN services; medical imaging; lab, and other ancillary services; primary care (primary care clinics); inpatient and extensive outpatient behavioral health services; a College of Nursing; a Pharmacy Residency Program and a Family Medicine Residency Program.

As a member of Trinity Health, St. Joseph’s Health Community Health & Well-Being (CHWB) strategy promotes optimal health for those who are poor and vulnerable and the communities we serve by connecting social and clinical care, addressing social needs, dismantling systemic racism, and reducing health inequities. We do this by: • Investing in our communities. • Delivering outstanding care for those who are poor and vulnerable. • Impacting social influencers of health. St. Joseph’s Health Hospital reinvests in communities through financial support, screenings, education, and research.

Our Community Based Services

St. Joseph’s hospital-based primary care clinics (2 hospitalbased clinic sites) and physician private practice locations are evolving as models of excellence in primary care, with all 9 sites having achieved Patient Centered Medical Home Certification. The hospital-based clinics are all located within designated Health Professional Shortage Areas (HPSA) in the City of Syracuse. St. Joseph’s continuum of care also includes: Concordia Healthcare Network, a super-clinically integrated network (CIN) in partnership with Ascension Lourdes Hospital in Binghamton, Family Health Network in Cortland, and St. Peter’s CIN in Albany (Innovative Health Alliance of New York); participation in a Track 3 MSSP ACO; participation in a New York State Medicaid Value-Based Payment program; and designation as a lead Health Home serving Onondaga, Oswego, Madison, Cayuga, and Cortland Counties.

Our Community

Geographic Area Served

St. Joseph’s primary service area covers Onondaga and Oswego counties, accounting for approximately 76% of inpatient admissions to St. Joseph’s Health Hospital combined.



Demographics: Syracuse, Onondaga County & New York State

Source: U.S. Census Bureau, American Community Survey

[U.S. Census Bureau QuickFacts: Syracuse city, New York; Onondaga County, New York; United States](#)

	Syracuse	Onondaga County	NY State
Total Population Size*	146,097	469,812	19,867,248
Gender*			
Female persons, percent	52%	51%	51%
Male persons, percent	48%	49%	49%
Race*			
White alone, percent	52%	78%	68%
Black alone, percent (a)	28%	13%	18%
American Indian and Alaska Native alone, percent (a)	1%	1%	1%
Asian alone, percent (a)	7%	4%	10%
Native Hawaiian and Other Pacific Islander alone, percent (a)	0%	0%	0%
Education			
High school graduate or higher, percent of persons age 25 years+, 2019-2023	85%	92%	88%
Bachelor's degree or higher, percent of persons age 25 years+, 2019-2023	31%	38%	40%
Employment and Income			
In civilian labor force, total, percent of population age 16 years+, 2019-2023	57%	63%	63%
Median households income (in 2023 dollars), 2019-2023	\$45,845	\$74,740	\$84,578
Persons in poverty, percent*	30%	14%	14%
Health			
With a Disability	14%	10%	8%
Persons without Health Insurance*	6%	4%	6%
Housing			
Housing Units		212,571	8,677,605
Owner Occupied Housing Unit Rate	41%	66%	54%
Living in Same House as 1 Year Ago	77%	86%	90%

*Estimates are not comparable to other geographic levels due to methodology differences that may exist between different data sources

Our Approach to Health Equity

At St. Joseph’s Hospital Health Center, Community Health Needs Assessments (CHNAs) and Implementation Strategies are foundational to advancing the Common Good and strengthening our commitment to health equity. Across our ministries, CHNAs foster meaningful community engagement and inform strategic planning within our Community Health & Well-Being efforts.

Community Health & Well-Being works to promote optimal health for individuals experiencing poverty, marginalization, or other vulnerabilities by addressing social needs within clinical care. Our approach is rooted in a commitment to removing barriers to health and building community capacity to support long-term well-being.

This Implementation Strategy was developed in partnership with community stakeholders and focuses on populations and geographic areas most affected by the identified needs. Principles of fairness, inclusion, and community voice guided the development of this plan and will continue to shape its implementation.

The strategies outlined emphasize policy, systems, and environmental change, recognizing that sustainable improvements in health require transforming the conditions and structures that influence well-being. Through this approach, we aim to foster healthier, more resilient communities for all those we serve.

Health and Social Needs of the Community

The CHNA conducted in September 2025 identified the significant needs for health and social drivers of health within the Onondaga County community. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified, in order of priority include:

-
- | | |
|--|--|
| 1. Nutrition Security | <ul style="list-style-type: none">• 13.2% of Onondaga County residents experience food insecurity compared to 14.5% of NYS residents.• The Supplemental Nutrition Assistance Program (SNAP) and the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) provide food access to income eligible program participants. Within Onondaga County, 14.4% of households participate in SNAP. |
| 2. Preventive Services for Chronic Disease Prevention and Control | <ul style="list-style-type: none">• The age-adjusted potentially preventable hospitalization rate in Onondaga County (101.6 per 10,000) is higher than the rate in NYS excluding NYC (90.8 per 10,000).• Onondaga County’s rate of potentially preventable hospitalizations has continuously decreased since 2020 and has met the Prevention Agenda goal (115.0 per 10,000). |
| 3. Prevention of Infant and Maternal Mortality | <ul style="list-style-type: none">• The overall infant mortality rate for Onondaga County was 5.1 per 1,000 live births in 2022-2024.• Onondaga County fares worse than NYS excluding NYC for preterm births (10.2% compared to 9.5%) and low birth weight (9.0% compared to 8.0%). |
-

Hospital Implementation Strategy

Significant health and social needs to be addressed

St. Joseph’s Hospital Health Center, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following needs:

- 1 Nutrition Security– CHNA pages 39-40
- 2 Preventive Services for Chronic Disease Prevention and Control – CHNA pages 56-66
- 3 Prevention of Infant and Maternal Mortality – CHNA pages 88-93

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners, has determined to address. The hospital reserves the right to amend this implementation strategy if circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During these three years, other organizations in the community may decide to address certain needs, indicating that the hospital should refocus its limited resources to best serve the community.

1

Nutrition Security



Goal: Improve consistent and equitable access to healthy, affordable, safe, and culturally appropriate foods.

CHNA Impact Measures	FY27 Baseline	FY29 Target
Increase consistent household food security in Onondaga County ¹	76.1%	80.9%
Increase food security in households with an annual total income of less than \$25,000 in Onondaga County ²	42.0%	51.1%

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Implement standardized nutrition security screenings across patient and client populations. Provide referrals to address unmet needs.	X	X	X	St. Joseph’s Hospital Health Center	Staff Time
	X	X	X	Crouse Hospital	Staff Time
	X	X	X	Onondaga County Health Department	Staff Time
	X	X	X	Upstate Hospital	Staff Time
				Focus location(s)	Focus Population(s)

	Onondaga County and Surrounding Areas			Low-income residents	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Operate a food pantry serving employees and patients experiencing food insecurity.	X	X	X	St. Joseph's Hospital Health Center	\$5,000.00 St. Joseph's Health Foundation, Volunteer Time, Staff Time
	Focus location(s)				Focus Population(s)
	St. Joseph's Hospital				All colleagues and low-income residents
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Operate food pantries and distribute monthly produce boxes for qualifying patients with food insecurities	Y1	Y2	Y3		
	X	X	X	Upstate Hospital	Staff Time
	Focus location(s)				Focus Population(s)
Onondaga County				Low-income residents	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Support the adoption of food service guidelines at worksites and community settings, through: <ul style="list-style-type: none"> Assessment Technical assistance 	Y1	Y2	Y3		
	X	X	X	Onondaga County Health Department	Staff Time
	Focus location(s)				Focus Population(s)
Onondaga County				Low-income residents	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Offer food service menu that adheres to guidelines set by the American Dietetic Association.	Y1	Y2	Y3		
	X	X	X	St. Joseph's Hospital Health Center	Staff Time from Nutritional Services
	X	X	X	Upstate Hospital	Staff Time from Nutritional Services
	X	X	X	Crouse Hospital	Staff Time from Nutritional Services
Focus location(s)				Focus Population(s)	
Onondaga County				Low-income residents	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Operate a Food Farmacy Program	Y1	Y2	Y3		
	X	X	X	St. Joseph's Hospital Health Center	\$800,000.00 from Mother Cabrini Health Foundation
					Staff Time
	Focus location(s)				Focus Population(s)
Onondaga County				Low-income residents	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Work with local food pantries to categorize charitable food offerings into the following selections based on Healthy Eating Research (HER) guidelines with behavioral design strategies: <ul style="list-style-type: none"> Choose often (green) Choose sometimes (yellow) Choose rarely (red) 	Y1	Y2	Y3		
	X	X	X	St. Joseph's Hospital Health Center	Staff Time
	X	X	X	Onondaga County Health Department	Staff Time
	Focus location(s)				Focus Population(s)
Onondaga County				Low-income residents	

2

Preventive Services for Chronic Disease Prevention and Control



Goal: Reduce disparities in access and quality of evidence-based preventive and diagnostic services for chronic diseases.

CHNA Impact Measures	FY27 Baseline	FY29 Target
Increase the percentage of adults aged 45 to 75 years who are up to date on their colorectal cancer screening based on the most recent guidelines in Onondaga County ³	64.6%	73.2%
Increase the percentage of adults aged 45 to 54 years who are up to date on their colorectal cancer screening based on the most recent guidelines in Onondaga County ⁴	55.8%	63.4%
Increase the percentage of adults aged 18 years and older with hypertension who are currently taking medication to manage their high blood pressure in Onondaga County ⁵	77.0%	81.7%

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Implement standardized social care needs screenings across patient populations. Provide referrals to address unmet needs.	X	X	X	St. Joseph’s Hospital Health Center	Staff Time
				Crouse Hospital	Staff Time
				Upstate Hospital	Staff Time
	Focus location(s)				Focus Population(s)
	Onondaga County			Low-income residents	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Administer and reduce barriers to participating in Cancer Services Program (CSP) by screening eligible patients for social needs.	X	X	X	Onondaga County Health Department	Staff Time
	Focus location(s)				Focus Population(s)
		Onondaga County			Low-income residents
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Partner with trusted community-based organizations (CBOs) to promote access to	X	X	X	Onondaga County Health Department	Staff Time
	Focus location(s)				Focus Population(s)

	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
Support patient autonomy and greater compliance with cancer screening by tailoring consent notifications to client preferences.	X	X	X	Onondaga County Health Department	Staff Time
	Focus location(s)				Focus Population(s)
	Onondaga County				All patients



Goal: Improve health outcomes by lowering mortality and morbidity rates for infants and birthing persons.		
CHNA Impact Measures	FY27 Baseline	FY29 Target
Decrease the rate of infant mortality per 1,000 live births in Onondaga County ⁶	5.1	4.2
Decrease the rate of maternal mortality per 100,000 live births in Onondaga County ⁷	20.3	16.1

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Distribute free sleep sacks to families in need.	X	X	X	Crouse Hospital	Staff Time
	X	X	X	Onondaga County Health Department	Staff Time
	Focus location(s)				Focus Population(s)
	Onondaga County				All patients
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Refer families in need to community based agencies for access to free portable cribs.	X	X	X	Onondaga County Health Department	Staff Time
	X	X	X	Reach CNY	Staff Time
	X	X	X	Catholic Charities	Staff Time
	Focus location(s)				Focus Population(s)
Onondaga County				All residents	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
	X	X	X	Crouse Hospital	Staff Time

Create awareness and support for community doulas as part of healthcare team through: <ul style="list-style-type: none"> Offering education about roles of doulas in health care teams Providing educational opportunities for doulas (Perinatal/postpartum mood and anxiety disorder, CPR) Implementing "Standing in the Gap" program 	X	X	X	St. Joseph's Hospital Health Center	Staff Time
	Focus location(s)				Focus Population(s)
	Onondaga County				All patients
Strategy	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
Provide mental health screenings for prenatal and post-partum patients and clients using validated screening tools (Edinburgh and PHQ-9). Refer patients screening positive to mental health treatment providers.	X	X	X	St. Joseph's Hospital Health Center	Staff Time
	X	X	X	Onondaga County Health Department	Staff Time
	X	X	X	Crouse Hospital	Staff Time
	X	X	X	Upstate Hospital	Staff Time
	Focus location(s)				Focus Population(s)
	Onondaga County				All patients
Strategy	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
In alignment with the 1115 New York Health Equity Reform Waiver, provide screenings for social care needs among prenatal and post-partum patients. Refer patients to available services if they screen positive.	X	X	X	St. Joseph's Hospital Health Center	Staff Time
	X	X	X	Crouse Hospital	Staff Time
	X	X	X	Upstate Hospital	Staff Time
	Focus location(s)				Focus Population(s)
	Onondaga County				All patients
Strategy	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
Conduct screenings for domestic violence among prenatal and postpartum clients. Refer any clients screening positive to domestic violence support services	X	X	X	Onondaga County Health Department	Staff Time
	X	X	X	Vera House	Staff Time
	X	X	X	St. Joseph's Hospital Health Center	Staff Time
	Focus location(s)				Focus Population(s)
	Onondaga County				All residents
Strategy	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
Implement evidence- based or evidence-informed home visitation programs for birthing people at high risk for postpartum mental health and substance use challenges. Programs administered include: <ul style="list-style-type: none"> Syracuse Healthy Start Perinatal and Infant Community Health 	X	X	X	Onondaga County Health Department	Staff Time
	X	X	X	St. Joseph's Hospital Health Center	Staff Time
	Focus location(s)				Focus Population(s)
	Onondaga County				All residents

Collaborative					
<ul style="list-style-type: none"> Community Health Nursing 					
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Engage health care providers to increase adoption of policies and practices supportive of breastfeeding, chestfeeding, and lactation through: <ul style="list-style-type: none"> Identification and recruitment of health care practices Assessment of practice's current policies Provision of practice-specific technical assistance and resources 	X	X	X	Onondaga County Health Department	Staff Time
	Focus location(s)				Focus Population(s)
	Onondaga County				All residents
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Recognize practices achieving NYS Breastfeeding, Chestfeeding, and Lactation Friendly Practice designation; prioritizing those that employ lowincome, racially/ethnically diverse individuals.	X	X	X	Onondaga County Health Department	Staff Time
	X	X	X	St. Joseph's Hospital Health Center	Staff Time
	X	X	X	Upstate Hospital	Staff Time
	X	X	X	Crouse Hospital	Staff Time
	Focus location(s)				Focus Population(s)
Onondaga County				All residents	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Identify and engage breastfeeding, chestfeeding, and lactation champions at participating health care practices to support organizational policy, systems, and environmental changes.	X	X	X	Onondaga County Health Department	Staff Time
	Focus location(s)				Focus Population(s)
	Onondaga County				All residents
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Support the adoption of healthy nutrition policies and standards at early childcare centers through: <ul style="list-style-type: none"> Assessment Technical assistance Training 	X	X	X	Onondaga County Health Department	Staff Time
	Focus location(s)				Focus Population(s)
	Onondaga County				All residents
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Continue Healthy Steps program at St. Joseph's Primary Care Center – Main and West to help children achieve developmental	X	X	X	St. Joseph's Hospital Health Center	Staff Time
					\$412,581.00 in funding from NYS Office of Mental Health
	Focus location(s)				Focus Population(s)
Onondaga County				All patients	

milestones and foster a healthy living environment.						
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)	
	Y1	Y2	Y3			
Continue to work with the New York State Birth Equity Improvement Collaborative (NYSPQC Respectful Care & Safe Reduction of Nulliparous, Term, Singleton, Vertex (NTSV) Cesarean Birth Project).	X	X	X	St. Joseph’s Hospital Health Center	Staff Time	
	X	X	X	Upstate Hospital	Staff Time	
	X	X	X	Crouse Hospital	Staff Time	
	Focus location(s)				Focus Population(s)	
	Onondaga County				Black/African-American Birthing People	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)	
	Y1	Y2	Y3			
Increase the number of support groups that provide high quality and culturally responsive breastfeeding, chestfeeding, and lactation supports, through: <ul style="list-style-type: none"> Assessing existing lactation support groups Establishing new lactation support groups if indicated Provide technical assistance to new and existing groups 	X	X	X	Onondaga County Health Department	Staff Time	
	Focus location(s)				Focus Population(s)	
		Onondaga County				All residents
	Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Y1		Y2	Y3			
Promote new and existing lactation support groups to birthing persons.	X	X	X	Onondaga County Health Department	Staff Time	
	X	X	X	Crouse Hospital	Staff Time	
	Focus location(s)				Focus Population(s)	
		Onondaga County				All residents
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)	
	Y1	Y2	Y3			
Offer a perinatal mood and anxiety support group to pregnant and postpartum families.	X	X	X	Crouse Hospital	Staff Time	
	Focus location(s)				Focus Population(s)	
		Onondaga County				All residents

Data Sources and Notes

- 1 NYS Expanded Behavioral Risk Factor Surveillance System (eBRFSS), data as of 2021. Retrieved on 11/12/2025 from <https://www.health.ny.gov/statistics/brfss/expanded/>.
- 2 NYS BRFSS, data as of 2022. Retrieved on 11/18/2025 from https://apps.health.ny.gov/public/tabvis/PHIG_Public/pa/.
- 3 NYS BRFSS, data as of 2022. Retrieved on 11/18/2025 from CDC PLACES: <https://www.cdc.gov/places/index.html>.
- 4 NYS Prevention Agenda Dashboard. Retrieved on 11/18/2025 from https://www.health.ny.gov/prevention/prevention_agenda/2025-2030/. Note: Data are from 2023 and reflect state-wide rate; County level data are not currently available for this sub-population.
- 5 NYS BRFSS, data as of 2022. Retrieved on 11/18/2025 from <https://www.health.ny.gov/statistics/brfss>
- 6 NYS Statewide Perinatal Data System (accessed by OCHD) and OCHD, Office of Vital Statistics. Note: A 3-year rolling average (2022-2024) is used to account for small numbers of deaths. Data are provisional.
- 7 Vital Records data, 2020-2022. Retrieved on 11/17/2025 from the NYS Prevention Agenda Dashboard: https://apps.health.ny.gov/public/tabvis/PHIG_Public/pa/. Note: Rate is unstable due to small numbers.

Adoption of Implementation Strategy

On April 24, 2026, the Board of Directors for St. Joseph's Health met to discuss the FY2027-2029 Implementation Strategy for addressing the community health and social needs identified in the FY 2026 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.



5/5/2026

_ Steven Hanks, MD, MMM, FACP, FFSMB; President and CEO

[Date]

