



# Community Health Needs Assessment Implementation Strategy

September 2013

## HOSPITAL BACKGROUND

Over 47 years ago, a tradition of caring for the health of Union County began with the construction of Union County General Hospital, which opened in March 1966. The commitment to Union County and New Albany increased further in 1987 when Union County General Hospital became a part of Baptist Memorial Health Care, one of the largest not-for-profit health care systems in the country.

In 2012 Baptist Memorial Hospital-Union County's 450 employees handled 1,099 births, 22,837 emergency room visits and over 4,000 surgeries. But it's more than patient care – just as the community is vital to Baptist Memorial Hospital-Union County, the hospital is also vital to the community. A University of Memphis report revealed that in 2004, Baptist Memorial Hospital-Union County generated 547 jobs in the local community and had an economic impact of nearly \$50 million.

Fulfilling its three-fold ministry of Christ, to teach, preach and heal, Baptist Memorial Hospital-Union County serves more than 1,800 residents annually at health fairs and screenings across the county, organizing blood drives, health and safety education to schools and industry, charity care for the indigent and supporting other non-profit organizations with charitable contributions and volunteer activities. Baptist Memorial Hospital-Union County works closely with health-related organizations such as the American Cancer Society, Komen Race for the Cure Foundation, American Lung Association, and American Heart Association to improve the health and education of our community.

In addition to acute care services for the community, Baptist Memorial Hospital-Union County also features specialized care services through its Women's Center, Rehabilitation Center, Baptist HealthPlex Wellness Center, and occupational health services. The Center for Breast Health offers digital mammography and stereotactic breast biopsy in a private setting for women.

Baptist Memorial Hospital-Union County offers a variety of community and occupational health services such as health screenings, vaccines, bone density screenings, educational programs, CPR/First Aid courses, and other occupational health services offered to industries.

Baptist Memorial Hospital-Union County was also a "Best Hospital" finalist a "Best of the Best" reader's survey in the Northeast Mississippi Daily Journal. In 2003, the hospital was voted "Best Place to Work" in the New Albany Gazette Reader's Choice Awards. The Mid-South Tissue Bank recognized Baptist Memorial Hospital-Union County in 2008 for outstanding service. In 2008, the Mississippi Nurses' Association named Baptist Memorial Hospital-Union County "Hospital of the Year" in the category of less than 100-bed hospitals. Also in 2008, Baptist Memorial Hospital-Union County earned the 2008 VHA Leadership Award for Clinical Excellence for pneumonia care. Joint Commission, an independent organization that accredits health care organizations, named Baptist Memorial Hospital-Union County a Top Performer on key quality measures in 2012.

## COMMUNITY HEALTH NEEDS ASSESSMENT

Baptist Memorial Health Care undertook a comprehensive Community Health Needs Assessment (CHNA) beginning in late 2011. Baptist Memorial Health Care has 14 affiliate hospitals serving 110 counties in Tennessee, Mississippi and Arkansas. The assessment was not only initiated to comply with current requirements set forth in the Affordable Care Act, but to further the health

system's commitment to community health improvement. The findings from the assessment will be utilized by Baptist Memorial Health Care to guide various community initiatives and to engage appropriate partners to address the various needs that were identified. Baptist Memorial Health Care is committed to the people it serves and the communities they live in. Through this process, the hospital will be a stronger partner in the community and the health of those in the surrounding neighborhoods will be elevated.

The primary goals of the Community Health Needs Assessment were to:

- Provide baseline measure of key health indicators
- Establish benchmarks and monitor health trends
- Guide community benefit and community health improvement activities
- Provide a platform for collaboration among community groups
- Serve as a resource for individuals and agencies to identify community health needs
- Assist with community benefit requirements as outlined in Section 5007 of the ACA

A variety of quantitative and qualitative research components were implemented as part of the CHNA. These components included the following:

- Statistical Household Survey
- Secondary Data Profiles
- Key Informant Interviews
- Focus Groups
- Prioritization
- Implementation Plan

All research was conducted by Holleran Consulting, a national research and consulting firm located in Lancaster, Pennsylvania.

The findings from the CHNA were reviewed to identify the most vital community health needs and create a plan of how Baptist Memorial Health Care can best address those needs. The following pages outline Baptist Memorial Hospital-Union County strategies to meet our community's health needs.

## SELECTION OF THE COMMUNITY HEALTH PRIORITIES

On February 25, 2013, approximately 14 individuals from Baptist Memorial Health Care gathered to review the results of the 2012-13 Community Health Needs Assessment (CHNA). The goal of the meeting was to discuss and prioritize key findings from the CHNA. Baptist Memorial Health Care aimed to create system-wide priorities and set the stage for the development of each system hospital's Implementation Strategy.

The objectives of the half-day strategic planning session were to:

- Provide an overview of recently compiled community health data and highlight key research findings
- Initiate discussions around key health issues and prioritize needs based on select criteria
- Brainstorm goals and objectives to guide Baptist Memorial Health Care Hospitals' Implementation Plans
- Examine Baptist Memorial Health Care's role in addressing community health priorities

The meeting began with a research overview presented by Holleran Consulting. The presentation covered the purpose of the study, the research methodologies, and the key findings. Following the research overview, Holleran facilitated large group discussion regarding the identified community needs.

The group discussed the inter-relationship of needs and special populations within the community. Social determinants of health, including education, poverty, access to care, and social norms were considered to better understand root causes. Participants worked to create a "Master List of Needs" by identifying overlapping issues and cross-cutting strategies. The following Master List of Needs was created:

- Obesity & Related Chronic Conditions
- Access to Care & Preventive Health Education (including health literacy, nutrition, physical activity, smoking)
- Diabetes
- Cardiovascular Disease
- Cancer
- Maternal and Women's Health (including prenatal care)
- Caregiver Needs (including palliative care, senior services, services for disabled residents)
- Mental Health (including substance/alcohol abuse, Alzheimer's disease, stress)

To create a "Prioritized List of Needs" from the Master List, participants were provided with information regarding the prioritization process, criteria to consider when evaluating key areas of focus, and other aspects of health improvement planning, such as goal setting and developing strategies and measures.

The following criteria were used to identify the most pressing needs in the community:

- Scope of Issue (How many people are impacted?)
- Severity of Issue (What will happen if the issue is not addressed?)
- Ability to Impact the Issue (Are health and human services providers able to impact the need?)

Applying these criteria and an understanding of the relationship between the needs and cross-cutting strategies, the participants agreed upon the following “Prioritized List of Needs:”

### **Prioritized List of Community Needs:**

- Healthy Lifestyle Choices (Prevention & Education, Chronic Disease Prevention)
- Cancer
- Maternal and Women’s Health
- Mental Health (with a focus on Caregivers and Alzheimer’s Disease)

The group viewed “Access to Care” as an overarching issue in delivering health care, managing chronic conditions, and providing preventive care and education. As such, it was agreed that strategies to address each of the prioritized needs would include elements to break down residents’ barriers to accessing care.

## **STRATEGIES TO ADDRESS COMMUNITY HEALTH NEEDS**

In support of the 2012-13 Community Health Needs Assessment, and ongoing community benefit initiatives, Baptist Memorial Hospital-Union County plans to implement the following strategies to impact and measure community health improvement.

### **Healthy Lifestyle Choices**

Recognizing the connection between Diabetes, Cardiovascular Disease, and other chronic conditions to healthy lifestyle choices, Baptist Memorial Hospital-Union County will seek to reduce these chronic conditions by focusing education and awareness on promoting healthy eating and physical activity. A reduction in chronic disease rates will likely not be seen in the initial three-year cycle, however, Baptist Memorial Hospital-Union County expects that success in increasing awareness of the relationship between healthy lifestyle choices and disease will impact the number of residents at risk for or diagnosed with Diabetes, Cardiovascular Disease, and other chronic conditions in the future.

**GOAL:** Reduce risk factors for chronic disease and improve management of chronic disease through healthy lifestyle choices.

### **OBJECTIVES:**

- Provide education about healthy lifestyle choices.
- Increase proportion of adults for screening for hypertension, high cholesterol and other risk factors for chronic disease.
- Increase residents’ awareness of relationship between healthy lifestyle and chronic disease.
- Reduce prevalence of overweight and obesity for those at risk or diagnosed with chronic conditions.
- Decrease Emergency Department/Hospital Admission/Readmissions for chronic disease management.

### **KEY INDICATORS:**

- BMI Rates (BRFSS survey)
- Number of residents told by physician they are border-line for diabetes. (BRFSS survey)

- Resident fruit and vegetable intake (BRFSS survey)
- % residents participating in physical activity (BRFSS survey)
- Readmission rates for chronic conditions (Hospital admission rates)

#### **BAPTIST MEMORIAL HOSPITAL-UNION COUNTY STRATEGIES:**

- **Obesity** will be a primary focus of education by presenting nutrition and exercise at community and business/industry health fairs as well as in the school systems. Height/weight/BMI screenings will be provided at health fairs and at the Back to School Health Fair. To further target children, the Healthy Kids Camp is a week-long camp held at the Baptist HealthPlex each summer that focuses on nutrition and exercise as well as self-esteem and safety. The Back to School Health Fair is provided free to children newborn to 12 years old each August and includes education on safety, immunizations, nutrition and exercise. The Baptist HealthPlex provides a variety of exercise programs to members and also for their children through Fit Kids. Special incentive programs are offered in January to encourage individuals to adopt healthier lifestyles and weight management.
- **Heart Disease** will be an educational focus for Baptist Memorial Hospital-Union County. As part of National Heart Health Awareness Month, Baptist Memorial Hospital-Union County offers a free community educational program focused on heart health in February that includes information about signs and symptoms as well as prevention. Heart education is also included at health fairs held throughout the community. In addition to numerous on-site health fairs for business and industries, a community health fair is offered annually in October for participants to get a lipid profile for a reduced cost of \$15. These screenings include cholesterol, glucose, triglycerides, and coronary risk factor. During National Heart Month, the community health coordinator at Baptist Memorial Hospital-Union County provides a heart program to all area third grade students.
- **Stroke Awareness** is a primary focus for Baptist Memorial Hospital-Union County to educate the community about signs, symptoms and prevention. National Stroke Awareness Month is May, and Baptist Memorial Hospital-Union County will host an awareness event at a central location or church to educate men, women, and minorities on the symptoms and the urgency of seeking medical attention. Stroke educational materials will also be provided at all health fairs.
- **Diabetes** will continue to be a primary focus for Baptist Memorial Hospital-Union County. Educational information on diabetes will be included at all health fairs throughout the community. Glucose screenings are offered at health fairs for the community and business/industry. The Diabetes Management Program at Baptist Memorial Hospital-Union County is a certified program available for newly diagnosed diabetic patients. The purpose of the diabetes program is to educate on the importance of managing their disease, and classes are offered monthly.
- **Tobacco Cessation Classes** are provided to the community by Baptist Memorial Hospital-Union County and are also available on-site to business and industries. Tobacco education is provided to area schools as well as the Back to School Health Fair. Baptist Memorial Hospital-Union County has a certified tobacco instructor on staff that provides education and cessation classes throughout the year.
- **Chronic Obstructive Pulmonary Disease (COPD) and Asthma** education are provided at area health fairs and the Back to School health fair to educate on disease management.
- Continue support of local charitable 5K runs, including but not limited to, the *First Choice for Women* and the *Amanda Price Memorial Run*.

- Continue supports of Tanglefoot Trails (40-mile recreational trail) and the BNA Sportsplex, which expanded in 2012 to include a new tennis and soccer complex.
- Continue support of the Agape Medical Clinic, a free clinic available in the community for uninsured. Baptist Memorial Hospital-Union County donates not only financially to the clinic but provides educational materials on health topics.
- Continue to provide flu and pneumonia vaccinations throughout the community including school staff, law enforcement, hospital employees, clinics, general public, and business/industries. Other immunizations provided in the community include Hepatitis B and T-Dap.
- Baptist Memorial Hospital-Union County hosts quarterly community blood drives in partnership with United Blood Services.
- Baptist Memorial Hospital-Union County is a sponsor of the local farmer's market held May through August annually.
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#### **EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:**

In addition to the aforementioned community assets, the following organizations also exist in the community. BMH-Union County will work collaboratively with these entities to address the objectives and strategies outlined above.

- American Heart Association
- American Diabetes Association
- American Cancer Society
- Union County School District
- Back to school and year round health fairs
- Union County Health Department
- Baptist HealthPlex wellness center offers exercise programs for adults and children.

### **Cancer**

With the support of the Baptist Cancer Center, Baptist Memorial Hospital-Union County will seek to educate residents about the risk factors for Cancer and early detection, with the goal of improving Cancer mortality rates and quality of life for patients with Cancer.

**GOAL:** Provide early detection and treatment to reduce Cancer mortality rates and improve quality of life for patients living with Cancer.

#### **OBJECTIVES:**

- Invest in newest technologies for detection and care of Cancer.
- Provide community outreach and Cancer screening efforts to educate residents about the risk factors for Cancer and the benefits for early detection.
- Improve availability of Cancer screenings and services.
- Provide free or reduced cost screenings and services.

#### **KEY INDICATORS:**

- Number of residents receiving age-appropriate Cancer screenings
- Incidence rate for Cancer, all sites
- Morbidity/Mortality rate for Cancer, all sites

**BAPTIST MEMORIAL HOSPITAL-UNION COUNTY STRATEGIES:**

- **Breast Cancer** awareness and screenings are a focus of Baptist Memorial Hospital-Union County not only during October during the national awareness but throughout the year. Educational materials and self-breast exam materials are provided at all community and business/industry health fairs. Each October, a free breast cancer awareness luncheon is offered in the community that features a breast health professional as well as survivor testimonials to emphasize the importance on regular breast exams and mammography. The Center for Breast Health was accredited by the American College of Radiology in 2013. Through a grant from the Komen Race for the Cure Foundation, free mammograms are available for uninsured and under-insured women. Through the Baptist Memorial Hospital-Union County Speaker's Bureau, breast health education is available to local churches, civic organizations, and community groups.
- **Prostate Cancer** and men's health educational materials are provided at community and business/industry health fairs. PSA screenings are offered for the reduce rate of \$25 at the health fairs.
- **Colon Cancer** educational materials are provided at all community and business/industry health fairs.

**EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:**

In addition to the aforementioned community assets, the following organizations also exist in the community. BMH-Union County will work collaboratively with these entities to address the objectives and strategies outlined above.

- Komen Race for the Cure Foundation
- American Cancer Society's Relay for Life to assist with providing education, transportation, and assistance as needed for cancer patients.
- Baptist Memorial Hospital-Union County works with the Baptist Women's Hospital to schedule their mobile mammography unit for on-site screenings for area businesses
- Cancer Navigator located at sister Baptist hospitals to use as resource
- System partnership with Vanderbilt-Ingram Cancer Center

**Maternal & Women's Health**

Improving outcomes for babies starts by ensuring pregnant mothers have access to early prenatal care and begin to make healthy lifestyle choices during pregnancy and continue healthy behaviors after giving birth.

**GOAL:** Promote prenatal wellness to improve outcomes for mother and child.

**OBJECTIVES:**

- Reduce low birth weight/premature birth
- Reduce infant mortality rates
- Improve healthy lifestyle choices for pregnant mothers

**KEY INDICATORS:**

- Birth weight
- Premature births
- Infant mortality rates
- #/% of mothers who receive prenatal care in first trimester

**BAPTIST MEMORIAL HOSPITAL-UNION COUNTY STRATEGIES:**

- **Maternal services** at Baptist Memorial Hospital-Union County include bi-monthly prepared childbirth classes for expectant mothers as well as breastfeeding classes free to the community. The Breastfeeding Resource Center at Baptist Memorial Hospital-Union County provides free support and education both before and after expectant mothers delivers their newborns. The Women's Center staff at Baptist Memorial Hospital-Union County hosts a free Baby Fair each May for expectant mothers that include information on breastfeeding, car seat safety, nutrition, and a variety of topics. The Baby Fair participants are given gift bags that include educational and safety items useful in their care of their newborns.
- **Women's health** information is provided at all community and business/industry health fairs covering a wide range of health topics including heart, cancer, nutrition, hypertension, weight management, stress, sleep, and breast health.
- **Women's health speakers** are available to provide programs for churches, community, and civic organizations as requested.

**EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:**

In addition to the aforementioned community assets, the following organizations also exist in the community. BMH-Union County will work collaboratively with these entities to address the objectives and strategies outlined above.

- Mississippi Department of Health and WIC program to provide information regarding services that are available for maternity and women's services.
- Sanctuary Hospice House.
- First Choice for Women to encourage and promote pre-natal care.
- March of Dimes Foundation

**Mental Health**

Recognizing the relationship between mental health and optimal physical health for patients and their caregivers, Baptist Memorial Hospital-Union County will aim to help residents identify the signs of dementia and/or Alzheimer's disease and provide support for caregivers.

**GOAL:** Increase early detection of dementia and provide support services for residents with dementia and/or Alzheimer's and their caregivers.

**OBJECTIVES:**

- Help residents identify early signs of dementia/Alzheimer's Disease.
- Promote support services for residents with dementia and/or Alzheimer's and their caregivers.

**KEY INDICATORS:**

- Residents diagnosed with Dementia/Alzheimer's Disease
- Caregiver Support Group Participants

**BAPTIST MEMORIAL HOSPITAL-UNION COUNTY STRATEGIES:**

- Although Baptist Memorial Hospital-Union County does not have a behavioral facility, the social services staff works closely with patients and their caregivers to identify resources available in the community.
- Baptist Memorial Hospital-Union County will begin to introduce life planning to the community in the 2013-2014 to educate on the importance of having a care plan in place for health care decisions.
- Baptist Memorial Hospital-Union County will explore opportunities to better educate the community on caring for mental and behavioral patients as well as support resources for caregivers.
- Baptist Memorial Hospital-Union County will explore community opportunities with area senior adult and assisted living on how to care for dementia/Alzheimer patients as well as support for their caregivers.

#### **EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:**

In addition to the aforementioned community assets, the following organizations also exist in the community. BMH-Union County will work collaboratively with these entities to address the objectives and strategies outlined above.

- Area behavioral resources including Region Three, North Mississippi State Hospital, nursing home facilities, home health agencies, and hospice agencies to identify resources as needed.
- Alzheimer's Association

#### **COMMUNITY HEALTH NEEDS NOT ADDRESSED**

Baptist Memorial Hospital-Union County plans to address all four of the prioritized health needs identified through the Community Health Needs Assessment. It will continue to play a leadership role in addressing the health needs of the residents in the communities it serves. For community needs not identified as priorities, Baptist Memorial Hospital-Union County will continue to play a support role as resources are available. As with all Baptist Memorial Hospital-Union County programs, the hospital will continue to monitor community needs and adjust programming and services accordingly.

#### **APPROVAL FROM GOVERNING BODY**

The Baptist Memorial Hospital-Union County Board of Directors met on February 5, 2014 to review the findings of the CHNA and the recommended Implementation Strategy. The board voted to adopt the Implementation Strategy as outlined and provide the necessary resources and support to carry out the initiatives therein.