



# Community Health Needs Assessment Implementation Strategy

September 2013

## HOSPITAL BACKGROUND

Baptist Memorial Hospital-Union City, formerly Obion County General Hospital, became part of the Baptist system in 1982. The 173-bed facility is located in the northwest corner of Tennessee, just south of the Kentucky border.

In 1995, construction was completed on a new three-story, 85,000 square foot patient tower. This construction program provided new patient rooms and tripled the size of the emergency department.

In 1995, behavioral health services expanded to include an adolescent inpatient treatment program. Presently Baptist Memorial Hospital-Union City provides inpatient and outpatient behavioral health services for both adults and adolescents. The hospital also opened a complete fitness and wellness center, Health Quest.

Many changes came to the hospital in 1998. A new physicians' office building, Baptist Medical Arts Center-Union City, opened, and is located on Reelfoot Avenue across from the hospital. Baptist Rehab, located next to Health Quest, opened and provides outpatient rehab services. Baptist Memorial Hospital-Union City offers radiation oncology services and is officially recognized as a Baptist Center for Cancer Care.

The outpatient services department was recently renovated and includes an in-house catheterization laboratory and a new helical CT scanner. The outpatient department offers all routine outpatient services. The obstetrics department has been completed and includes a LDRP (labor, delivery, recovery and postpartum) room, C-section room, as well as private room accommodations. The magnetic resonance imaging (MRI) services have been moved from a mobile to a fixed, in-house unit.

## 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 City 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 City 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 City 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 City 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 residents' awareness of relationship between healthy lifestyle and chronic disease.
- Increase proportion of adults for screening for hypertension, high cholesterol and other risk factors for 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 borderline 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 CITY STRATEGIES:

- **Humana Vitality Wellness Program**—healthy eating and exercise options for hospital colleagues and their family members
- **Farmers Market**—conducted seasonally and accessible to community
- **Weight Loss Programs**—Conducted at least two times per year to encourage achieving and maintaining a healthy weight
- **Speakers Bureau**—hospital experts available to speak to the community
- **Obion County Schools**—partner with schools to provide speakers, programs, and or resources as requested

- **Chimes for Charity**—provide non-perishable food items
- **Free diabetes education**
- **Commit to Quit smoking cessation program**

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

The following organizations exist in the community. BMH-Union City will work collaboratively with these entities to address the objectives and strategies outlined above.

- Obion County Schools
- Chimes for Charity
- American Diabetes Association
- American Cancer Society

### **Cancer**

With the support of the Baptist Cancer Center, Baptist Memorial Hospital-Union City 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 CITY STRATEGIES:**

- **Reach to Recovery Support Group Volunteer**—dedicated to providing support for patients with breast cancer
- **Speakers Bureau**—hospital experts available to speak to the community
- **Obion County Cancer Agency**—dedicated to meeting the needs of residents in Obion County who are diagnosed with cancer
- **Hometown Walk of Hope**—partner in fundraising efforts for Obion County residents who are diagnosed with cancer and are in need of financial assistance
- **Hope Chest**—partner in meeting the emotional and spiritual needs of Obion County cancer patients and provides other assistance associated with cancer treatment

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

The following organizations exist in the community. BMH-Union City will work collaboratively with these entities to address the objectives and strategies outlined above.

- American Cancer Society
- Reach to Recovery
- Obion County Cancer Agency
- Hometown Walk of Hope
- Hope Chest

### **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 through education and outreach

#### **KEY INDICATORS:**

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

#### **BMH-UNION CITY STRATEGIES:**

- Childbirth classes available to the community
- Lamaze classes available to the community
- Breastfeeding classes available to the community
- Prenatal Exercise Program (PEP)
- Partner with March of Dimes providing education and information about infant mortality
- Speakers Bureau—hospital experts available to speak to the community on health topics, including maternal and women's health issues.

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

The following organizations exist in the community. BMH-Union City will work collaboratively with these entities to address the objectives and strategies outlined above.

- March of Dimes
- TN Department of Human Services
- Obion County Health Department

## Mental Health

Recognizing the relationship between mental health and optimal physical health for patients and their caregivers, Baptist Memorial Hospital-Union City 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 CITY STRATEGIES:

- **Free Screenings**—Behavioral Health
- **Speakers Bureau**—hospital experts available to speak to the community on health topics, including Alzheimer's and dementia.
- **Loving Hearts & Caring Hands Support Group**—Loving Hearts and Caring Hands is a support group for anyone who is currently responsible for providing care for a chronically ill or disabled family member
- **West Tennessee Alzheimer's Support Group** in Memphis

### EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

The following organizations exist in the community. BMH-Union City will work collaboratively with these entities to address the objectives and strategies outlined above.

- Reelfoot Manor (Tiptonville, TN)
- The Parthenon (Nashville, TN)
- Delta Medical Center (Memphis, TN)
- Martin Behavioral Healthcare (Martin, TN)
- Baptist Golden Triangle (Columbus, MS)
- Alzheimer's Association

## COMMUNITY HEALTH NEEDS NOT ADDRESSED

Baptist Memorial Hospital-Union City 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 City will continue to play a support role as resources are available. As with all Baptist Memorial Hospital-Union City programs, the hospital will continue to monitor community needs and adjust programming and services accordingly.

## **APPROVAL FROM GOVERNING BODY**

The Baptist Memorial Hospital-Union City Board of Directors met on November 21, 2013 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.