



# Community Health Needs Assessment Implementation Strategy

September 2013

## HOSPITAL BACKGROUND

With 315 beds, Baptist Memorial Hospital-Golden Triangle is the largest of the entity hospitals in the Memphis, Tenn.-based Baptist Memorial Health Corporation. The hospital opened in 1969 as Lowndes General, a public, not-for-profit, county owned facility. It merged with the privately owned Columbus Hospital in 1989, giving the facility a total of 38,000 square feet on a 69-acre campus. It was leased by Baptist Memorial Health Care in March 1993.

Baptist began a \$44 million construction and renovation project in 1995 and completed in 1988, doubling the size of the hospital. A new 39-bed emergency room, 18-bed critical care unit, plus six surgical suites were added to better serve patients. Also added was a four-story ambulatory center, providing outpatient diagnostic imaging services, a new cardiac and pulmonary rehab facility, pre-admission testing, outpatient surgery and physician offices.

In May 2005, the hospital opened a \$34 million five-story 167,000-square-foot bed tower that features 151 spacious rooms including ten labor/delivery/recovery suites and special C-section suites and an advanced infant security system. The 26,100-square-foot Baptist Behavioral Health Care facility was opened adjacent to the Main hospital building in December 2011.

The hospital was sold by Lowndes County to Baptist Memorial Health Care Corporation for \$30 million in 2006. The former Columbus Hospital building, which had been used for offices and for Willowbrook Behavioral and Mental Health services was demolished in the fall of 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-Golden Triangle 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-Golden Triangle 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-Golden Triangle 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-Golden Triangle 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 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-GOLDEN TRIANGLE STRATEGIES:**

- Beginning in FY 2014, hospital in-house television will include educational channels from Mississippi Public Broadcasting to include topics of Teenage Pregnancy, Healthy Cooking, and Obesity.
- Annual Women's Heart Health program featuring staff cardiologists speaking about cardiac issues specific to women.
- "Health Talk With Baptist" segments about healthy lifestyle choices focusing on preventing obesity, cardiac issues
- Free Community Education programs about health-related topics (ex. Eating Healthy for the Holidays)
- Continue to offer free Height/Weight/BMI screenings at community and industry health fairs. Provide educational material and counseling when possible to those who are outside norms about how to modify diet for better health.
- Continue to offer annual discounted Heart Score Screening during February, National Heart Month.
- Work with clinical dietitians to better promote existing monthly Diabetes Support Groups and monthly Diabetes education class.
- Increase outreach with the African American community through churches, local festivals, etc. Continue to support ACS Relay for Life in Lowndes and Oktibbeha counties
- Provide information about healthy eating habits to children and parents at back-to-school events and community/industry health fairs.
- Identify opportunities for partnership with existing programs, including schools.

**EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:**

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

- Frank Phillips YMCA Diabetes education course

- YMCA exercise and camps for kids
- United Way
- Boys and Girls Clubs
- Boy Scouts and Girl Scouts
- Local Take Off Pounds Sensibly (TOPS) support group
- Weight Watchers
- Lowndes County Schools
- RSVP
- American Heart Association

## Cancer

With the support of the Baptist Cancer Center, Baptist Memorial Hospital-Golden Triangle 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-GOLDEN TRIANGLE STRATEGIES:

Lung Cancer was a particular area of need in the communities served by Baptist Memorial Hospital-Golden Triangle. The hospital will provide the following initiatives, services, and programs to reduce risk factors for lung cancer.

- Continue efforts with Baptist Center for Cancer Care–Golden Triangle and Baptist Behavioral Health Care–Golden Triangle to provide education at community health fairs about the effects of smoking and ways to quit.
- Investigate opportunities to offer educational programs at area schools and colleges to prevent youth from starting to smoke.
- Investigate potential of offering lung cancer screenings to identify cancer at an early stage. Participate in the “Kick Butt” programs in local schools and at the Columbus Air Force Base aftercare program.
- Promote recent approval of Baptist Center for Cancer Care-Golden Triangle for clinical trials.
- Media Outlets for education and awareness about Cancer
  - “Baptist TV Health Talk” educates the public about different types of cancer and treatment options. Promote cancer education, early detection, and community awareness through WCBI TV Medical Expert (Cancer) Sponsorship.

- Mid-Morning with Aundrea, Mid-Day and other TV programs to educate the community
- Radio sponsorships with five radio stations that provide coverage for entire North Mississippi region
- Continue to promote "Look Good Feel Better" support group offered at the hospital and monthly "I Can Cope" classes for cancer survivors and family members. "Reach to Recovery" support program for mastectomy patients.
- Free monthly PSA screening alternate between Columbus and Starkville Cancer Centers
- Provide free Community Education programs about different types of cancer and treatment options, (i.e., Breast Cancer in October)
- Staff a Breast Cancer Awareness Tent at to distribute information about breast cancer at MSU "Breast Cancer Awareness" game

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

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

- American Cancer Society
- American Lung Association
- Local Schools
- WCBI TV
- Columbus Air Force Base
- Workplaces

### **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

#### **GOLDEN TRIANGLE STRATEGIES:**

- Continue to promote hospital **Childbirth and Breastfeeding Classes**. Look for opportunities to promote in underserved areas and at community festivals, health fairs, etc.
- **Annual Maternity Fair** – use staff physicians to speak on a variety of childbirth/newborn related topics

- Beginning in FY 2014, hospital in-house television will include educational channels from Mississippi Public Broadcasting; topics will include “Teenage Pregnancy.”
- Seek new opportunities to promote breastfeeding and support breastfeeding mothers to include an education project to promote the advantages of accommodating breastfeeding mothers in the workplace. Develop program to promote during September “Baby Safety” Month. Give a baby safety-related item to each new mother during the month (a night light, safety latches for cabinets, plug blockers, etc.)
- Develop a baby safety information sheet for discharge packet
- Develop a fact/information sheet on Post Partum Depression to be included in each discharge information packet. Continue to promote “Safe to Sleep” education program to help prevent Sudden Infant Death Syndrome (SIDS).
- Continue to provide information about the hospital’s new initiatives including “Skin-to-Skin” and “Family Quiet Time.” These two initiatives promote mother-baby and family bonding to reduce infant mortality.
- Use WCBI’s “Health Talk with Baptist” to educate the public about baby safety and prenatal/maternal care. Radio sponsorships with five radio stations that provide coverage for entire North Mississippi region
- Provide access to the “Newborn Channel” for new mothers and families following discharge. This online resource provides education and informational videos about Breastfeeding, baby’s health, immunizations, SIDS, Shaken Baby Syndrome, among other topics.

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

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

- Lowndes County Health Department
- American Heart Association
- Faith-based & Community Health Fairs

#### **Mental Health**

Recognizing the relationship between mental health and optimal physical health for patients and their caregivers, Baptist Memorial Hospital-Golden Triangle 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-GOLDEN TRIANGLE STRATEGIES:**



- Use WCBI's "Health Talk with Baptist" to educate the public about Alzheimer's disease. Baptist Behavioral Health Care–Golden Triangle admits Alzheimer's/dementia patients to the geriatric wing when there are separate and distinct psychiatric problems and/or substance abuse/dependency problems, but there must be a dual diagnosis.
- Continue to promote our hospital Palliative Care program through literature and community events.

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

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

- **Golden Triangle Area on Aging** is a state run agency for elder care services in Starkville. It has an information and referral program for many different types of services for seniors and caregivers, health care, legal issues, case management, etc.
- **ComForcare Senior Services** provides CNAs, Aides, and in-home caregiving for people with Alzheimer's/Dementia
- **Comfort Keepers** provides in-home caregiving
- **Local Eldercare Resources** that provide workshops for families in eldercare planning and provides assistance with Power of Attorney, Conservatorship, Medicaid Trusts, etc.
- **Support Groups** There is a series of Northeast Mississippi Family Support Groups for caregivers and the family of people with Alzheimer's/Dementia. They meet in Columbus and other cities in our service area.

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

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

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

Baptist Memorial Hospital-Golden Triangle Board of Directors met on January 28, 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.