



# Community Health Needs Assessment Implementation Strategy

September 2013

## BACKGROUND

Baptist Memorial Hospital-Desoto in Southaven, Mississippi serves as a regional health care facility for Northwest Mississippi. For 25 years, Baptist Memorial Hospital-DeSoto has given patients across the Northern half of the state a place to find quality, specialized care. Its colleagues dedicate each day toward raising the standard for clinical excellence, and their hard work has been justified through consistent local and national recognition for quality outcomes.

The hospital sees almost 62,000 patients a year in its Emergency Department, making it the busiest adult hospital in the metro-Memphis and North Mississippi areas. The hospital gives birth to around 2000 new born babies each year but unfortunately sees a high number of mothers-to-be that have never visited an OBGYN prior to delivery. Oncology services was identified as a need in the hospital's service area about a decade ago and each year, the hospital makes advancements toward bringing specialized cancer services to its community. Baptist Memorial Hospital-DeSoto is home to the only unit in Mississippi dedicated to the care and treatment of geriatric patients. Its ACE (Acute Care for the Elderly) unit uses NICHE principals to specialize in care for this specific audience.

Since heart disease kills one in four Mississippians each year, almost 40 percent of the hospital's business is associated with cardiac-related illness. Mississippians as a whole rank highest in the country for cardiac risk factors including: high blood pressure, high cholesterol, low physical activity and tobacco use. As a principal health care provider in a state which has the highest obesity rate in the nation, limited availability of primary care physicians, a high rate of preventable hospitalizations due to congestive heart failure and a high rate of deaths from cardiovascular disease each year, Baptist Memorial Hospital-DeSoto has an urgent responsibility and obligation to improve the quality of heart care in North Mississippi through community outreach efforts, advanced technology, new services and strong partnerships with key providers and responders.

## 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-DeSoto 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-DeSoto 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-DeSoto 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-DeSoto 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-DESOTO STRATEGIES:**

- Baptist Memorial Hospital-DeSoto will participate in or host at least four community-based health fairs that offer free heart risk assessments (blood pressure, glucose, cholesterol and BMI checks).
  - Host an annual Heart Healthy Health Fair in which multiple cardiologist partners will be on site to answer heart-related and healthy lifestyle questions for 4 hours from the general public. Include an onsite option for buying fresh produce, free heart risk assessments and exercise participation on site.
  - Target one health fair to an older population (Use existing Veteran's Day event) who tends to have chronic heart complications to better educate them on proper lifestyle management.
- Take heart-related resources to the communities it serves.
  - Baptist will host one comprehensive program called HEAL (Healthy Eating, Active Living) in the Hernando area – a growing area of the county. The goal of the comprehensive 12-week program will be to help its fast growing population migrating into the county establish healthy lifestyle habits from the beginning of their move.
  - Sponsor one health fair within the African-American community through Brown Baptist Church's Health Fair to reach this key audience who is at greater risk statistically for heart disease.
  - Reach out to children of DeSoto County by providing resources and education to encourage healthy lifestyle choices at an early age.
    - Adoption of Palmer Home Children for hands on education

- Work with the local DeSoto County schools on partnership for teacher grants to improve health.
  - Partner with local school health clubs to provide them with needed tools to make healthy lifestyle choices and encourage participation by fellow students.
- Make available healthy eating education and options for both employees and the community:
  - Host 5 produce markets open to the general public where fresh produce is offered at wholesale prices.
  - Partner with the local Mid-South Food Bank to supply fruits and vegetables to those in need.
- Encourage active exercise through community-based walks and runs at no charge to those participating.
  - 10K Run in Hernando
  - Establish a walking trail on campus for employees (and community???)
- Host regular free community-educational classes to emphasize prevention, maintenance and lifestyle change.
  - Host monthly diabetes support groups for those identified with the disease at no charge to the community
  - Host monthly smoking cessation classes free to the community for those who desire help in being tobacco free.
  - Host monthly stroke support groups for patients who are recovering from a stroke at no charge.
  - Host monthly support groups for patients who have suffered a heart attack called Mended Hearts.
- Establish a healthy lifestyle wellness program for employees called Fit4You Desoto to include key elements of support like Healthy eating, active living and educational resources for knowing and monitoring their numbers.
- Partner with like-missioned organizations who care about making a tangible difference in heart health in DeSoto County (American Heart Association, American Diabetes Association)
- Partner with local first responders through the annual Southaven Fire & Life Safety Day to educate on basic steps that are critical when heart issues are life threatening.
- Invest in key technologies and procedures to improve heart care in the hospital's service area. (i.e. telenurology, lariat, crybolation, Code ICE, DaVinci, etc.)
- Educate physicians on the importance of keeping abreast of the latest advancements in cardiac care through an annual physician's cardiac symposium.
- Speakers Bureau – hospital experts available to speak to the community

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

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

- DeSoto County Community Health Council
- DeSoto School Health Councils
- Strong advisory board made up of members who are on key groups like Palmer Home for Children, Brown Baptist Church, and Hernando City Parks, etc.
- Stern Cardiovascular Foundation

- Already established events like veteran's day that draws mainly and elderly population, an existing annual heart healthy health fair, a community support group coordinator
- Eight local ambulance services with mobile EKGs.
- Only ACE unit in Mississippi specifically targeting the needs of the elderly.
- Mid-South Food Bank
- Morrison's Food Group for healthy food options
- Parks Commissioner with both the Greenways Commission and the DeSoto County planning committee
- Desoto County Board of Supervisors
- Humana for employee wellness program, Humana Vitality.
- National Diabetes Association
- Mississippi Health Care Alliance and the Mississippi Hospital Association
- Area churches

## Cancer

With the support of the Baptist Cancer Center, Baptist Memorial Hospital-DeSoto 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-DESOTO STRATEGIES:

- Hire cancer navigator to concentrate efforts within the community regarding outreach detection and to assist patients with "next steps" in the process.
- Raise awareness of the importance of early detection of breast cancer
  - Participate in the Komen Foundation's Annual Race for the Cure Event
  - Participate in Brown Baptist Church's Community Health Fair targeting African-American Women by demonstrating with breast models how to properly check for abnormalities
  - Promote our partnership with Susan G. Komen through free mammograms for uninsured or underserved women in DeSoto County.
- Run a cancer specific communications message during key months during the year about early detection of cancer. Run local radio PSA's about:

- Breast Cancer during National Breast Cancer Awareness Month
- Skin Cancer During the Summer Months
- Prostate Cancer During Men's Prostate Awareness Month
- Partner with like-missioned organizations like the American Cancer Society and Vanderbilt for specific awareness projects
  - Relay for Life (local chapter)
  - CP3 Study
  - Vanderbilt's symposiums
- Invest in new technologies and procedures to improve oncology services for residents nearby (i.e. true beam linear accelerator)
- Host quarterly support groups through the American Cancer Society, Look Good Feel Better.
- Speakers Bureau – hospital experts available to speak to the community

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

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

- Cancer Navigator located at sister Baptist hospitals to use as resource
- System partnership with Vanderbilt-Ingram Cancer Center
- American Cancer Society's efforts
- Susan G. Komen Foundation
- Area cancer clinics - Boston Baskin, Family Cancer, and Integrity.

### **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

#### **BAPTIST MEMORIAL HOSPITAL-DESOTO STRATEGIES:**



- Host annual Baby Fair targeting new mothers with free prenatal vitamins, OB-GYN contacts and education about healthy pregnancies
- Offer prenatal classes to the community
- Reach out to community partners in identified areas of high infant mortality to establish an educational program in that area
- Establish a hospital policy, accepted by physicians to not deliver babies prior to 39 weeks, if at all possible.
- Speakers Bureau – hospital experts available to speak to the community

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

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

- March of Dimes
- DeSoto County Health Department
- MOGA for resources.

### **Mental Health**

Recognizing the relationship between mental health and optimal physical health for patients and their caregivers, Baptist Memorial Hospital-DeSoto 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-DESOTO STRATEGIES:**

- Baptist Memorial Hospital-DeSoto will explore local avenues for how to reach out to this key population to help with identifying through early detection the early symptoms of Alzheimer's and how to support both patients and caregivers once diagnosed.
- Work to establish specific programs on the ACE unit to address Alzheimer's and Dementia
- Work to establish a FQHC in Desoto County to address these needs in the underserved population.
- Support Mississippi Department of Mental Health's annual Alzheimer's Conference, held in DeSoto County. The conference was a four-day conference targeting physicians one day, a broad spectrum of medical care givers 2 days and a family/at home caregiver group the final day.

- Speakers Bureau – hospital experts available to speak to the community. Baptist Memorial Hospital-DeSoto is the only hospital in the state with a unit specifically designed to care for the elderly (ACU unit). Caregivers on this floor are trained and certified in this specialized field of medicine.
- Host a monthly Alzheimer's support group for families/caregivers.

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

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

- Region IV
- DeSoto Health & Wellness Center
- Northwest Community Clinic in Byhalia
- Semmes-Murphy and other neurology groups.
- Alzheimer's Association
- Nursing Homes, Assisted Living, Senior Care facilities

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

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

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

The Baptist Memorial Hospital-DeSoto 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.