



Community Health Needs Assessment Implementation Strategy

September 2013

HOSPITAL BACKGROUND

Baptist Memorial Hospital-North Mississippi in Oxford is a 217-bed acute care facility serving the northern third of Mississippi. One of the fastest growing hospitals in the region, Baptist Memorial Hospital-North Mississippi has more than 90 medical and surgical specialists representing more than 30 specialty areas such as cardiology, radiation oncology and neurosurgery.

Since joining the Baptist Memorial Health Care System in 1989, Baptist has invested more than \$150 million into the hospital, and the facility has experienced continuous renovation and construction, including a new bed tower, medical office building and multi-level parking garage. In addition to the facility expansion, the medical staff has more than tripled since 1989. Baptist's Heart Care Center offers a number of heart care services, from noninvasive diagnostic testing to heart catheterization, cardiovascular surgery and rehabilitation.

Comprehensive cancer care is close to home at Baptist. Medical and radiation oncologists use leading technology to deliver high-quality cancer treatments typically seen in a metropolitan area. Baptist Centers for Cancer Care in Oxford recently received accreditation from the American College of Surgeons' Commission on Cancer. This prestigious commendation establishes a set of nationally recognized criteria that only the most comprehensive centers can attain. Baptist Memorial Hospital-North Mississippi is one of the only two accredited cancer centers in the northern half of Mississippi.

Baptist Rehabilitative Services provides a full spectrum of therapy care. Physical, occupational and speech therapists are available to provide treatments in inpatient as well as outpatient settings. The Acute Rehabilitation Unit is a 13-bed wing designed to meet the specific needs of the rehab patient. The Baptist Outpatient Rehabilitation clinic is located on North Lamar Boulevard. Patients include those recently released from the hospital who are recovering from an injury, surgery or illness. Therapists at Baptist specialize in sports medicine, athletic training, speech therapy, swallowing difficulties using VitalStim, lymphedema, and autism therapy, to name a few.

Baptist Memorial Hospital-North Mississippi Sleep Disorders Center is the first sleep disorders center in North Mississippi to earn accreditation from The American Academy of Sleep Medicine. The center has four hotel-style observation suites and specializes in the treatment of disorders such as sleep apnea, insomnia, sleep walking, sleep talking, night terrors and involuntary limb movement.

The Women's Pavilion at Baptist Memorial Hospital-North Mississippi recognizes the different stages of a woman's life and is dedicated to meeting the needs of all women. Our experienced OB/GYNs, nursing staff and patient educators work together to provide excellent patient care.

Baptist Home Care & Hospice provides a variety of health care services to a wide range of patients. Home care services are designed especially for the patient who is recovering from an injury, illness or medical procedure and requires follow-up care on an intermittent basis. Hospice is a special program designed to support patients and their families in the final stages of a terminal illness.

In 2005, the Baptist Weight Loss Center was designated a Bariatric Surgery Center of Excellence by the American Society of Metabolic and Bariatric Surgeons. More than 1,000 patients have changed the course of their lives through weight loss surgery at Baptist Memorial Hospital-North Mississippi.

September 2001 saw the opening of the Oxford Surgery Center, an outpatient facility with four operating suites and two procedure rooms. The center, located on Azalea Drive, is a joint partnership between Baptist Memorial Hospital-North Mississippi and physician investors. Nestled in the rolling hills of North Mississippi, Oxford has much to offer, including arts, literature, educational opportunities, sporting events and, of course, health care. With its vast opportunities and exceptional quality of life, Oxford is continually voted one of the most livable communities in the United States.

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-North Mississippi 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-North Mississippi 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-North Mississippi 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-North Mississippi 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-NORTH MISSISSIPPI STRATEGIES:

- Host an educational breakfast about the importance of sleep and the signs of sleep apnea for the city and county school bus drivers.
- Conduct blood pressure screenings and provided educational materials on the prevention of stroke at the local Sheriff's Department and City Police Department.
- Host a diabetes education breakfast for employees of local companies providing information on how to care for co-workers suffering with severe diabetes.
- Host a "Go Red" *Lunch and Learn* with the American Heart Association. Education materials and blood pressure checks were offered for educational and preventative measures.
- Hold Regular Support Groups to educate patients and caregivers about chronic health conditions and improve disease management and health behaviors.
 - "Mended Heart Support Group" for cardiac patients, survivors, and caregivers.
 - "Grief Support Group" led by the Baptist Chaplains
 - "Diabetic Support Group" focused on living with diabetes and healthy living.
 - "Parkinson's Support Group" for caregivers and patients, providing speakers and nutritionists each month.
 - "MS Self-Help Support Group" for patients and caregivers.
 - Monthly Bariatric Support Group to educate on prevention of obesity and how to overcome obesity.
 - Monthly "Senior Lunch Bunch for senior citizens featuring speakers to educate participants about the prevention of chronic disease and health issues facing seniors as they grow older.
- Work with local Boy Scouts and Girl Scout Troops in Oxford and Lafayette County, which provides leadership skills and healthy lifestyle education to youth.
- Work with United Way of Lafayette and Panola County agencies in an effort to help support their work to serve those in need.
- Partner with the *Excel by 5* program which provides a free resource center for the education and development of children in Lafayette County. *Excel by 5* focuses on parent training, child care and health to help families with young children. *Excel by 5* is a great resource addressing racial disparity and social determinants of health within our community.
- Host a free seminar focusing on the developmental skills of children and how to help your child develop during early childhood.
- Partner annually with the Mississippi Kidney Foundation to provide free screenings for kidney disease to the community.
- Supporter of *Double Decker Run* to promote fitness and healthy lifestyle choices.
- Donated Disaster Safety Guides to 700 Lafayette County elementary students in an effort to educate students about disaster awareness.
- Participated in the *ExCelebration Health Fair* by providing education awareness on childhood diseases and early detection.
- Sponsored the *Mississippi Diabetes Walk* and hosted a booth with educational material on the prevention of diabetes.

- Sponsored *LOVE Packs*, a local program within the Oxford City School district, which provides healthy meals to underprivileged students who do not have access to food on the weekends. Baptist provides all the fruit for the program which serves over 6,500 meals annually. This program addresses issues of racial disparity and obesity in our school system.
- In order to reach more individuals living with diabetes, Baptist North Mississippi is will evaluation expanding its diabetes educational platform to include more classes throughout our service area to educate on coping with the daily struggles of diabetes as well as prevention.
- The Pastoral Care department is reaching out to the African American community by offering seminars for the benefit of pastors, ministers and associate pastors on topics such as spiritual care for patients, family and staff.

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- Currently funds a grant for the Oxford Medical Ministries Clinic that provides lab work and diagnostic testing for the underprivileged within our community. The clinic serves approximately 700 patients annually. Through this grant we are able to offer access to care to individuals within our county that otherwise would not have access to care.
- Support Jingle Bell Arthritis Run in Lafayette County to both educate the community on this debilitating disease and to raise awareness on the importance of exercise and health eating as related to those suffering from arthritis.
- Hosts “More Than a Meal” by providing a healthy meal for the underprivileged while offering blood pressure checks and information on diabetes and healthy lifestyle choices.
- Partner with and support Lafayette County Fire Department to assist in purchasing additional supplies for the unit.
- Donate health supplies to the Lafayette County School district to assist in the healthcare needs of children during the school year.
- Provide funding to the Pontotoc County Drug Force Program for drug education assistance for youth.
- Donated funding to the Junior Auxiliary of Oxford to assist in its efforts to help the underprivileged in Lafayette County.
- Donated funding to Camp Lake Stephens for a summer camp hosting developmentally challenged children.
- Donated funding to the Thisbe & Noah Foundation in the fight against rare neurological diseases.
- In an effort to address racial disparity in our community, Baptist North MS will partner with the Excel by 5 Resource Center to offer health education to parents utilizing the center on exercise, childhood obesity and early detection of childhood diabetes.
- Baptist NM will partner with the local African American churches to offer health screenings and education on the prevention chronic diseases such as diabetes, high blood pressure and the risk of heart disease.
- Baptist NM will partner with local African American Churches by offering healthy eating tips and recipes by our nutrition department.
- Baptist NM plans to partner with the local schools and university on a county-wide educational program on the dangers of texting and driving.

Cancer

With the support of the Baptist Cancer Center, Baptist Memorial Hospital-North Mississippi 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-NORTH MISSISSIPPI STRATEGIES:

- Current outreach programs and health fairs within the community:
 - RSVP (Retired Senior Volunteer Program)
 - 50 + Health Fair
 - University of Mississippi Employee Health Fair
 - University of Mississippi Student Health Fair
 - Baptist Employee Health Fair
 - Caterpillar Employee Health Fair
 - Oxford and Lafayette County School Teachers Back-to-School Health Awareness Education
 - Panola County School Employee Health Fair
 - NMRC Employee Health Fair
 - MDOT Health Fair
 - Men's Health Fair at University Golf Club
 - Bayson Chapel Health and Wellness Fair
 - Ladies Quarterly Luncheon focus on breast health
 - Breast Health Awareness at local beauty salons
 - "Look Good Feel Better" with American Cancer Society
 - Renewal with Hope: Cancer Support Group
 - Ladies Quarterly Luncheon focus on prevention of skin cancer
 - Ole Miss Ladies Forum focus on prevention of cervical, skin and breast cancer
 - Baptist Cancer Center hosts monthly Sassy Sparrows Breast Cancer Support Group
 - Sponsors of Relay for Life with the American Cancer Society
 - Baptist NM hosts the Annual Cancer Survivors' Dinner for Lafayette County
 - Baptist NM hosts annual PSA screenings to the community which provides free screenings to those with limited access to care.

- “Tickled Pink at the Tad Pad” fundraiser with Ole Miss Women’s Basketball team (funds raised are used for free mammograms, ultrasounds, and other diagnostics for uninsured and underinsured men and women within our community.
- “Kickin’ Cancer” fundraiser with Ole Miss Soccer Team (funds raised are used for free mammograms, ultrasounds, and other diagnostics for uninsured and underinsured men and women within our community.
- C.A.R.E. Walk: The Panhellenic Council at the University of Mississippi hosts the C.A.R.E. Walk each year to raise money and show support of breast cancer research and awareness. All proceeds are donated to the Baptist Cancer Center. This event is in its 9th year and raises approximately \$20,000 each year. Funds are used for free mammograms, ultrasounds, and other diagnostics for uninsured and underinsured men and women within our community
- Susan G. Komen Race for the Cure 5k Run/Sponsor: BMH-NM receives a grant each year with funding raised from this race. Funds are used for free mammograms, ultrasounds, and other diagnostics for uninsured and underinsured men and women within our community.
- Baptist NM partnered with the University of Mississippi Athletic Department on educating the coaching staff on the importance of having an annual colonoscopy and the prevention of colon cancer.
- Baptist Cancer Center hosts cancer workshop at the South Panola Parents Center annually.
- Baptist NM plans to partner with Mississippi Tobacco Coalition and provide information to the students of the University of Mississippi, North West Community College, and local high schools regarding the danger of smoking and prevention of lung cancer.
- Baptist NM plans to provide PSA screenings at “More than a Meal”, a local organization offering meals to the underprivileged in Oxford.
- Baptist NM plans to reach out to Panola County by offering free PSA screenings and colorectal screening at local fitness center.

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- American Cancer Society
- “Tickled Pink at the Tad Pad” fundraiser with Ole Miss Women’s Basketball team (funds raised are used for free mammograms, ultrasounds, and other diagnostics for uninsured and underinsured men and women within our community.
- “Kickin Cancer” fundraiser with Ole Miss Soccer Team (funds raised are used for free mammograms, ultrasounds, and other diagnostics for uninsured and underinsured men and women within our community.
- C.A.R.E. Walk: The Panhellenic Council at the University of Mississippi hosts the C.A.R.E. Walk each year to raise money and show support of breast cancer research and awareness
- Susan G. Komen Foundation
- Baptist Cancer Center hosts cancer workshop at the South Panola Parents Center annually.
- Mississippi Tobacco Coalition and provide information to the students of the University of Mississippi, North West Community College, and local high schools regarding the danger of smoking and prevention of lung cancer.

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-NORTH MISSISSIPPI STRATEGIES:

- Offers free monthly childbirth classes.
- Offers free monthly breastfeeding class open to the public.
- Hosts an annual *Children's Health Fair* offering free health screenings such as hearing, dental, eye and developmental delayed screening. This health fair is an excellent resource for those who need access to care and education on healthy living and prevention of chronic diseases.
- Partners with Sav-A-Life, a teen pregnancy resource center, as a sponsor to help address the prevention of teen pregnancy and to assist teens that are currently pregnant. We are exploring opportunities to provide education to teenage moms and moms-to-be about the importance of healthy lifestyle choices during and after pregnancy.
- Exploring partnership with the 24-hour Family Crisis Center to offer education on the prevention of STDs, child abuse, and sexual assault. Exploring partnership with the South Panola Parent Center to offer workshops on STDs, child abuse, pre-parenting, and teen pregnancy.
- Exploring partnership with Youth Vision, a community-based program designed to reduce the occurrence of sexually transmitted disease and pregnancy among adolescents in Lafayette County, to provide adolescents with the knowledge, skills, and motivation needed to make healthy decisions regarding their sexuality.
- Exploring partnership with Youth Vision, WAIT Training program, an abstinence education curriculum that is incorporated into the Career Discovery classes at Lafayette Middle School.
- 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-North Mississippi will work collaboratively with these entities to address the objectives and strategies outlined above.

- March of Dimes
- Lafayette County Health Department

Mental Health

Recognizing the relationship between mental health and optimal physical health for patients and their caregivers, Baptist Memorial Hospital-North Mississippi 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-NORTH MISSISSIPPI STRATEGIES:

- Partner with the University of Mississippi to establish the Ole Miss Collegiate Recovery Community, offering a resource center for recovering students to achieve academic success, to further personal growth, and to have an active, fulfilling collegiate experience without the use of alcohol and drugs.
- Hosts the monthly National Alliance Mental Illness Support Group for caregivers and those suffering with mental illness.
- Partners with Hermitage Gardens, a local assisted living and Alzheimer's care retirement community, in offering health education programs on senior living, the prevention of Alzheimer's, and other chronic diseases.
- Will explore partnership opportunities with Memory Maker's, a day respite program for adults with early to middle stage Alzheimer's or other types of dementia, to determine opportunities to support Alzheimer's caregivers in our community,.

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- Alzheimer's Association
- Nursing Homes, Assisted Living, Senior Care facilities

COMMUNITY HEALTH NEEDS NOT ADDRESSED

Baptist Memorial Hospital-North Mississippi 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-North Mississippi will

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

APPROVAL FROM GOVERNING BODY

The Baptist Memorial Hospital-North Mississippi 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.

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