



Community Health Needs Assessment Implementation Strategy

September 2013

HOSPITAL BACKGROUND

The Baptist Memorial Hospital-Memphis campus includes the flagship hospital of the Baptist Memorial Health Care system. Opened in 1979, the hospital is located adjacent to the I-240 loop. With almost 26,000 discharges, 54,000 emergency department visits and 14,000 surgeries in 2012, Baptist Memphis is Tennessee's second highest volume hospital.

The Baptist Heart Institute, located within Baptist Memorial Hospital-Memphis, is dedicated to providing leading-edge cardiovascular research and treatment for heart patients. The Heart Institute, which measures 165,000 square feet, includes areas for cardiovascular procedures, cardiovascular surgical suites, heart catheterization labs, cardiovascular intensive care beds, a cardiac intervention unit, cardiac medicine units, a pre/post cath lab unit, electrophysiology labs, a heart transplant unit and a cardiovascular step-down unit. The Ford-Goltman Clinical Research Center, also located in the Heart Institute, is a specialized unit dedicated to providing care for clinical research patients.

Baptist Memorial Hospital-Memphis also operates the Plaza Diagnostic Pavilion; an outpatient facility that handles approximately 6,000 outpatient visits a month and centralizes many of the hospital's outpatient services.

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-Collierville 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-Memphis 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-Memphis 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-Memphis 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-MEMPHIS STRATEGIES:

- Well4Me Wellness Program – healthy eating, active living and educational resources for knowing and monitoring their numbers for hospital colleagues and their family members.
- Farmer's Market – community Farmer's Market conducted every June, July, August, September and November.
- Well4Me 5K Fun Run & Walk for Wellness – community event hosted each August to encourage exercise.
- Dispensary of Hope – partner with Dispensary of Hope to provide medications to patients without insurance
- Speakers Bureau – hospital experts available to speak to the community about healthy lifestyle choices
- Adopt-A-School – partner with two schools to provide speakers and/or resources as requested.
- American Heart Association – partner with local AHA to provide education about stroke and heart-related topics and support fundraising efforts.
- American Cancer Society – partner with local ACS to provide education about cancer-related topics and support fundraising efforts.
- Shelby Farms Park – partner with Shelby Farms Park to promote exercise.
- Kroc Center – partner with Kroc Center to provide education on health and wellness topics.
- Mid-South Food Bank – conduct food drives for non-perishable food items.
- Healthy Memphis Common Table – partner with this citywide group to improve the health and wellness of those in the Memphis metropolitan area.
- Healthy Shelby – partner with this citywide group to improve the health and wellness of those in the Memphis metropolitan area.

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- American Heart Association
- American Cancer Society

- American Diabetes Association
- Shelby Farms Park Conservancy
- Salvation Army Kroc Center
- Mid-South Food Bank
- Healthy Memphis Common Table
- Healthy Shelby
- Shelby County Schools
- Shelby County Health Department
- United Way
- Pink Palace Learning Labels Program
- Local churches and community groups

Cancer

With the support of the Baptist Cancer Center, BMH-Memphis 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-MEMPHIS STRATEGIES:

- Blood & Marrow Support Group – dedicated to providing support for patients and caregivers for those going through blood and marrow transplants.
- Reach to Recovery Support Group – dedicated to providing support for patients with breast cancer.
- National Marrow Donor Program – community drives to recruiting potential blood stem cell/bone marrow donors for patients who have life-threatening blood cancers (leukemia, aplastic anemia, lymphoma)
- Susan G. Komen's Race for the Cure – partner with local Komen organization to provide education about breast cancer and support fundraising efforts.
- Speakers Bureau – hospital experts available to speak to the community about cancer-related topics.

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- American Cancer Society
- System partnership with Vanderbilt-Ingram Cancer Center
- Reach to Recovery
- National Marrow Donor Program
- Susan G. Komen Foundation
- Shelby County Health Department
- Local churches and Community Groups

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-MEMPHIS STRATEGIES:

- Girls' Day Out – partner with Baptist Memorial Hospital for Women to provide health-related education to women in the community.
- Sisterhood Showcase – provide education on health-related topics to women in the community.
- March of Dimes – partner March of Dimes to support fundraising efforts.
- Serve as a connector to community resources.

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- Shelby County Health Department
- Healthy Shelby
- March of Dimes Foundation

- Urban Child Institute
- United Way Agencies

Mental Health

Recognizing the relationship between mental health and optimal physical health for patients and their caregivers, BMH-Memphis 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-MEMPHIS STRATEGIES:

- Alzheimer's Support Group – dedicated to helping patients with dementia/Alzheimer's and their caregivers.
- Refresh & Retreat Stroke Camp – partner with Refresh & Retreat Stroke Camp to provide a weekend away for stroke patients and their caregivers.
- Stroke Support Group – dedicated to helping stroke patients and their caregivers.
- Camp Good Grief – bereavement camps for children and teens who have experienced the loss of a loved one.
- Collaborate with Memory Care Center for diagnoses and resources.
- BMH-Memphis will continue to work with community groups to provide resources and referrals to educate residents and colleagues on mental health issues and caregiver support.
- Speakers Bureau – hospital experts available to speak to the community about mental health-related topics.

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- Alzheimer's Association
- Refresh & Retreat Stroke Camp
- American Stroke Association
- Aging Commission
- Assisted Living, Senior Care Facilities

COMMUNITY HEALTH NEEDS NOT ADDRESSED

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

APPROVAL FROM GOVERNING BODY

The Baptist Memorial Hospital-Memphis 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.