



REHABILITATION

GERMANTOWN

**Community Health Needs Assessment
Implementation Strategy**

September 2013

HOSPITAL BACKGROUND

Baptist Rehabilitation Germantown opened in 1994 as The Rehabilitation Hospital of the Mid South. The building originally housed an outpatient surgery facility operated by Baptist Memorial Hospital dealing primarily with ear nose and throat and podiatry procedures. The hospital was licensed as an acute facility but the main focus was rehabilitation. Initially the building opened as several different companies working together.

In 1996, Baptist Memorial Health Care assumed a stronger presence and the hospital name was changed to Baptist Rehabilitation. On May 1, 1997, Baptist Memorial Health Care acquired rehab services, on July 27, Baptist Memorial Health Care acquired lab and pharmacy and on Sept 1 of the same year, Baptist Memorial Health Care acquired Ambulatory Medical Services thus pulling all services under 1 umbrella. At that time, Baptist Rehab-Germantown had a total of 68 rehab beds, 17 acute care beds and 6 operating rooms.

In 1998, Baptist rehab opened the first sports medicine program for Baptist and an outpatient diagnostic imaging center was also opened.

In November 2010, Baptist Rehabilitation-Germantown converted 18 rehabilitation beds to skilled nursing and opened the skilled Rehabilitation Unit at Baptist Rehabilitation Germantown.

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 Rehabilitation Germantown's 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 Rehabilitation Germantown 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 Rehabilitation Germantown 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 Rehabilitation Germantown 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 REHABILITATION GERMANTOWN STRATEGIES:

- Recognizing that individuals diagnosed with Diabetes and Cardiovascular Disease are more likely to experience a stroke, Baptist Rehabilitation Germantown has increased outreach efforts to help raise awareness of the link between chronic disease and stroke, as well as support patients and their families who have experienced a stroke. Activities include:
 - Brain Injury Survivor and Caregiver Support Groups – dedicated to helping stroke patients and their caregivers.
 - Stroke Group – support group for patients and families who have suffered from a stroke offered the fourth Friday of each month.
 - Brain Injury Education – Developed brain injury prevention and awareness post cards for use by Baptist community outreach staff for at risk individuals at community health fair events.
 - Ride For Your Mind – annual bike ride to raise funds for the American Brain Injury Association.
 - American Heart Association – partner with American Heart Association to provide education about stroke and heart-related topics and support fund raising efforts.
- Spinal Cord Injury Support Group – for patients and families with spinal cord injuries. Initiated and overseen in 2012-13 at Baptist Rehabilitation Germantown. For improved

access now meets at University of Memphis but BRG continues to provide support and sponsorship.

- Pediatric education – Active participation in community organizations and events including Memphis Bridge the Gap, Tennessee Early Intervention Services, NICU events and reunions, Kroc center programming Get Fit First healthy lifestyle classes in local elementary schools, Health Fairs including back to school educational events and Professional lectures for local universities and professional organizations.
- Parkinson's Group – support group for patients with Parkinson's offered the fourth Tuesday of each month.
- Sports Programs – Provide sports outreach programs staffing athletic trainers at area high schools (Arlington and Collierville) and local tournament events. Provide AED equipment and access at all covered events.
- Diabetes Group – support group for patients and families with diabetes offered the last Monday of each month.
- Adopt a School – partner with two schools to provide resources as needed.
- 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. Baptist Rehabilitation Germantown will work collaboratively with these entities to address the objectives and strategies outlined above.

- American Stroke Association
- American Diabetes Association
- Salvation Army Kroc Center
- American Brain Injury Association
- American Cancer Society
- American Parkinson's Association
- Shelby County Schools

Cancer

With the support of the Baptist Cancer Center, Baptist Rehabilitation Germantown 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 REHABILITATION GERMANTOWN STRATEGIES:

- Living Well with Cancer – support group for families and patients who suffer with cancer
- Kroc Center – educational lectures for those who suffer from swallowing issues
- University of Tennessee – educational classes for Lymphedema.
- Community education (news/print media, patient stories) regarding rehabilitative cancer services available – lymphedema, swallow management.
- Mobile Mammography – mobile unit on site four times a year to offer employees mammography services
- 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. Baptist Rehabilitation Germantown will work collaboratively with these entities to address the objectives and strategies outlined above.

- American Cancer Society
- University of Tennessee
- Salvation Army Kroc Center
- System partnership with Vanderbilt-Ingram Cancer Center
- 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 REHABILITATION GERMANTOWN STRATEGIES:

- Gestational Diabetes – educational classes for women with gestational diabetes.

- Mobile Mammography – mobile unit on site four times a year to offer employees mammography services.
- Partnership with UT to provide East Memphis developmental clinic option for babies after high risk (pre-term, low birth weight) deliveries.
- Provide NICU follow-up services to monitor developmental milestones after high risk births. Educate parents on home programs and facilitation strategies.
- 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. Baptist Rehabilitation Germantown will work collaboratively with these entities to address the objectives and strategies outlined above.

- American Diabetes Association
- American Cancer Society
- March of Dimes
- Shelby County Health Department
- Healthy Shelby
- Urban Child Institute

Mental Health

Recognizing the relationship between mental health and optimal physical health for patients and their caregivers, Baptist Rehabilitation Germantown 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 REHABILITATION GERMANTOWN STRATEGIES:

- Brain Injury Support Group – dedicated to helping patients and families with brain injuries.
- Stroke Support Group – dedicated to helping stroke patients and their caregivers.

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- American Brain Injury Association
- American Stroke Association
- Alzheimer's Association
- Aging Commission
- Assisted Living, Senior Care Facilities

COMMUNITY HEALTH NEEDS NOT ADDRESSED

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

APPROVAL FROM GOVERNING BODY

The Baptist Rehabilitation Germantown 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.