



**Community Health Needs Assessment
Implementation Strategy**

September 2013

HOSPITAL BACKGROUND

Unparalleled in the Mid-South, Baptist Memorial Hospital for Women opened in 2001 and is one of only a few freestanding women's hospitals in the country. A place where many of your health needs may be fulfilled at each stage of your life, Baptist Women's Hospital has 140 licensed beds, a 40-bed level III newborn intensive care unit, a comprehensive breast center and breast risk management center and is a resource for treatment, prevention and wellness. In addition to caring for women, Baptist Women's Hospital now offers specialized pediatric services, including inpatient and outpatient care and surgeries. With 12 spacious family-friendly pediatric rooms, Baptist Women's Hospital offers a continuum of care for moms and their children. As we continue to add to our pediatric services, we recently broke ground for a new Pediatric Emergency Department, which is scheduled to open in late 2014.

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 for Women 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 for Women 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 for Women 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 for Women 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 FOR WOMEN STRATEGIES:

- **Pediatric Nutrition Consults**
 - One-on-one consults with nutritionist
 - Educational meal plans
 - Free to the public
- **Redbirds Play for Health**
 - Focus on nutrition and exercise for children
 - Addresses childhood obesity and diabetes
- **Children's Museum of Memphis**
 - Healthy plate education
 - Interactive healthy lifestyle activity center for children
- **Sam Patterson Library Speaker Series**
 - Rhythm of Life/Cardiac Education
 - Heart Risks
 - Reach Your Health Goals/Nutritional Education
 - A Touch of Sugar/Diabetes Education
- **Healthy Church Initiatives**

- New Shiloh Baptist/Heart Healthy Education/Obesity/Diabetes
- Hammond Grove Baptist Church/Nutrition Education
- Morning Grove Church/Nutrition Education
- **Pediatric Back to School Health Fair**
 - Free health screenings for children & parents
 - Provide education on healthy lifestyle choices
 - Physicians provided the screenings with information for follow-up
- **Speakers Bureau** – hospital experts available to speak to the community about healthy lifestyle choices.

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- Pediatric Ophthalmologists
- American Heart Association
- American Diabetes Association
- Choose My Plate
- Michelle Obama's "Let's Move"
- Salvation Army Kroc Center
- Memphis Botanic Garden HEAL programming
- 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, Baptist Memorial Hospital for Women 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 FOR WOMEN'S STRATEGIES:

- **Continue outreach around Cancer Care Education**
 - Sam Patterson Library Speaker Series
 - Baptist Women's Speaker's Bureau
 - Area Churches and Places of Worship
 - Area Community Groups and centers
 - Area Sororities and Fraternities
- **Continue hosting and provision of resources to Support Groups**
 - Look Good Feel Better/Partnership with American Cancer Society & Sephora
 - WHOW Support Group/Breast Cancer Survivors & Patients Supporting Each Other
 - Flying Colors/Breast Cancer Support Group
- **Continue Health Fairs/Screenings**
 - Sam Patterson Library Skin Cancer Screenings
 - Area colleges/universities
 - Area business employee groups
 - Church Health Centers
 - Christ Community Clinics
 - AHEC/serving Hispanic community
 - Area Churches and Places of Worship
 - Area Community Groups and centers
 - Area Sororities and Fraternities
- **Community Access to the Underserved**
 - Women's Health Center mobile mammography service
 - First and only mobile mammography service in the Memphis/Mid-South area for over 25 years
 - Providing education and service to women who do not have access

- Providing mammography screening and diagnostics through grant funding for the uninsured who meet established charity guidelines

➤ **Events**

- Race for the Cure
- Pink Tie/Breast Cancer Survivor Fashion Show/Breast Health Education & Awareness
- Think Pink Luncheon/Fundraiser & Breast Health Education & Awareness
- Pink Ribbon Open/Breast Cancer Eradication Initiative
- Cancer Day/Survivorship Awareness and Education
- Pink Heals Tour/Education, Awareness & Fundraising
- Dazzle/Mobile Event, Education, Awareness
- Germantown Sidewalk Sales/Mobile Event, Education, Awareness
- Macy's Oak Court Mall/Awareness and Education

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- Susan G. Komen
- American Cancer Society
- Breast Cancer Eradication Initiative
- Ovarian Cancer Association
- TN Breast Coalition
- Zeta Tau Alpha Chapter
- System partnership with Vanderbilt-Ingram Cancer Center
- 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 FOR WOMEN'S STRATEGIES:

- **Education**
 - Beautiful Bundles/new mom's support group
 - Breastfeeding Classes
 - Heart to Heart/Skin to Skin Breastfeeding Initiative
 - Stork's Nest/partnership with Agape to provide education on pregnancy through baby's second year
- **Events**
 - Mid-South Baby & Kids Expo/provide prenatal education and healthy lifestyle activities for children and their families
 - March of Dimes Walk/prenatal education, programs to decrease infant mortality
 - March of Dimes Partnership/Luncheon and Fundraiser to raise awareness regarding prematurity
 - Diaper Drive/donations to the Stork's Nest

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- Shelby County Breastfeeding Coalition
- March of Dimes
- Shelby County Prematurity Initiative
- Healthy Shelby Initiative
- Shelby County Health Department
- United Way Agencies
- Shelby County Schools and area private schools

Mental Health

Recognizing the relationship between mental health and optimal physical health for patients and their caregivers, Baptist Memorial Hospital for Women 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 FOR WOMEN'S STRATEGIES:

- 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 for Women will continue to work with community groups to provide resources and referrals to educate residents and colleagues on mental health issues and caregiver support.

EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:

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

- Lakeside Partnership/Behavioral Health
- City of Memphis
- Boy Scouts of America
- Girls Inc.
- Girl Scouts
- Alzheimer's Association
- American Stroke Association
- Aging Commission
- Assisted Living, Senior Care Facilities

COMMUNITY HEALTH NEEDS NOT ADDRESSED

Baptist Memorial Hospital for Women's 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 for Women will continue to play a support role as resources are available. As with all Baptist Memorial Hospital for Women's

programs, the hospital will continue to monitor community needs and adjust programming and services accordingly.

APPROVAL FROM GOVERNING BODY

The Baptist Memorial Hospital for Women's 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.