

## **MOREHEAD MEMORIAL HOSPITAL Community Health Needs Assessment Summary and Implementation Plan**

Between April 2012 and May 2013, a Community Health Needs Assessment (CHNA) was conducted by Morehead Memorial Hospital, Annie Penn Hospital, Rockingham County Health Department, and the Rockingham County Healthcare Alliance for the 93,643 residents of Rockingham County, North Carolina. Rockingham County includes its county seat, Wentworth, a city of 2,807 residents located in the foothills of the northern piedmont region of North Carolina. The two hospitals serve the cities and towns of Eden, Reidsville, Wentworth, Madison/Mayodan and all the surrounding rural areas in Rockingham County. The hospitals also serve portions of Caswell County, NC, Henry County, VA and Pittsylvania County, VA.

### **Description of Community Served by the Hospitals**

Rockingham County includes mainly rural areas. The local area of economy is heavily dependent on agriculture and manufacturing. Despite the decade of sharp decline in furniture, textile and tobacco manufacturing, Rockingham County is home to a variety of industries—including Miller Brewing, Ball Corporation, Bridgestone Aircraft Tire, Pine Hall Brick, Gildan Activewear Distribution, Inc., Unifi Manufacturing and several small manufacturing companies, which has brought employment and economic opportunity to the county. The average annual family income is currently \$35,814. Those below the median income level have been disproportionately impacted by the recession; the proportion living below the poverty level has increased from 12.8% to 16.7% over the past decade. Health status ranks “fair” to “poor” across the hospitals’ service area, well below the U.S. mean. The uninsured rate in the local area is 21%, well above the state average (18%) and national average (16%). Overall service area population is expected to decline over the next five years; the only population projected for significant growth is the age 65+ (Medicare) group.

Data and a map detailing current demographics, including income levels, age, race/ethnicity, and educational attainment for the county with a comparison to surrounding counties, state, and national information are included in **Attachment A**.

Data compiled for Morehead Memorial Hospital’s 2013-2015 Strategic Plan show that the hospital’s service area has a higher than average percentage of Age 65+. Overall service area population is expected to decline over the next five years, especially among females aged 15-44; the only population projected for significant growth is the age 65+, i.e., Medicare, group.

Health status ranks “Fair” to “Poor” across Morehead’s service area, well below the U.S. mean. The uninsured rate in the hospital’s primary service area which encompasses Rockingham County is 21%, well above the state average (18%) and national average (16%).

## Who was Involved in Assessment?

The assessment process was initiated and conducted jointly by the two hospitals in collaboration with the Rockingham County Healthcare Alliance and the Rockingham County Health Department. Care Share Health Alliance served as consultants to facilitate the process. The hospitals and the Reidsville Area Foundation provided financial and in-kind support for the assessment process. Stakeholder interviews were conducted with persons with broad knowledge of the community, physicians, hospital advisory board members, foundation leaders and behavioral health professionals. Public health department staff and consultants collated and analyzed the public health data included in the 2012 Community Health Assessment. This hospital CHNA builds off the success and findings from that prior work and process.

The individuals who committed to the assessment and planning process (CHNA Team) attended monthly meetings as well as quarterly Alliance meetings to assess progress, and modify plans as needed. **Attachment B** lists the CHNA team members and all those who attended planning meetings between April 2012 and May 2013.

## How the Assessment was Conducted

The Rockingham County CHNA began with a review of the 2012 Community Health Assessment (CHA) by the Rockingham County Health Department. This information contains updated statistics from city, county, and state sources. National statistics were also included to analyze trends. The CHA data was collected and presented with the assistance of consultant David French at the 2012 Community Health Assessment Priority Identification Meeting. Additional assessments were identified and incorporated into the CHNA including the 2011 County Health Rankings, 2012 Rockingham County Capacity Assessment (D. French), 2011 Competitive Assessment (J. Johnson), Rockingham County Health Care Alliance's Community Wide Plan, the Dental Task Force, stakeholder interviews and additional data from both hospitals (utilization and referral information).

The CHNA Team agreed to use the Hanlon Prioritization Matrix and methodology to evaluate the 14 health needs (**Attachment C**) identified through the compilation of the assessments listed above. Care Share's research team used the following approach:

- Reviewed relevant health statistics, priorities, and needs from various datasets produced by State, local, and private entities from 1998-2012.
- Compiled an Excel spreadsheet with 14 relevant health problems/indicators and their source(s).
- These 14 health needs were rated based on Size, Seriousness and Effectiveness using the Hanlon Prioritization Methodology.
- The "Effectiveness" rating for each need was based only on "scientifically supported" programs and policies documented by the best practices database called *What Works for Health* (<http://whatworksforhealth.wisc.edu/background.asp>). The "Effectiveness" rating and final scores will likely change based on the "feasibility" discussion during the Executive/stakeholder meeting.
- During the Jan. 10 meeting, hospital executives/stakeholders discussed the "feasibility" of each of the 14 health needs, developed a final "effectiveness" rating, and selected the top three

health needs the hospital would address in its Community Health Needs Assessment Report and Implementation Plan.

The prioritization process identified three priority needs the hospital can effectively address:

- **Access to Care**
- **Chronic Disease**
- **Health Behaviors**

### **Health Needs Identified**

Following the publication of the 2010 Robert Wood Johnson County Health Rankings where Rockingham County ranked 92 out of 100 counties, leaders mobilized to create a Community Health Task Force. The recommendations from this group were as follows: to collaborate and redouble efforts to improve health behaviors; to work to build a stronger safety net with physician, community and stakeholder involvement; and to draw together education, health and economic development organizations to improve the economic status of citizens. An outcome of this effort was the creation of a rural healthcare network, the Rockingham County Healthcare Alliance. (Chapter 10, 2012 CHA)

The Rockingham County Healthcare Alliance is composed of stakeholders - both within and outside of healthcare - who are committed to improving overall health, education and economic standing of community residents. The vision of the Alliance is as follows: through collaborative efforts, the health status of residents of Rockingham County will be improved. The mission is to improve the health and well-being of the medically underserved of Rockingham County, with a focus on enhancing the healthcare delivery system for low-income, under-insured and uninsured residents. The Alliance works to facilitate and provide a basis for developing and maintaining collaboration among healthcare providers, hospitals, nonprofit organizations, governments and the community of Rockingham County. Since 2010, Alliance members have been taking bold steps to achieve the vision while recognizing that the solution to the county's health problems lies in long-term planning and development - not in a single decision. Because the problems the county is facing are myriad, we know that long-term benefits will only come from a sustainable collaborative effort. Rockingham County has a long journey toward improved health status. Alliance partners have mapped their route and identified four policy and programmatic landmarks: the creation of a community-wide collaborative, increased access to healthcare for all residents, coordination of care across safety net providers and efforts to reach out to underserved populations. (Chapter 10, 2012 CHA)

Health disparities are not only being addressed at the national level by the CDC and DHHS, but also at the state level by the Healthy North Carolina 2020 objectives. North Carolina's goal is to become one of the healthiest states in the nation. Healthy NC 2020 consists of 40 objectives within 13 focus areas that in some way address those health disparities in order to make meaningful improvements in the health of North Carolinians and Rockingham County residents. (Chapter 10, 2012 CHA)

Both hospitals reported increases in visits to their emergency departments (ED). For the 12-month period ending September 30, 2011, uninsured patient (self pay/indigent/charity) visits to Morehead's ED totaled 6,420 and represented approximately 19 percent of the total 33,584 emergency visits. Of the 6,420 uninsured visits approximately 4,359 patients were from Rockingham and the remaining 2,161 from Virginia and other NC counties. For the same period, uninsured outpatient utilization from

Rockingham totaled 5,300 patients. Emergency department and outpatient visits at Morehead Memorial Hospital are projected to increase by approximately 5 percent annually, including uninsured visits. (Chapter 10, 2012 CHA). The hospital estimates that one third of the ED visits could be avoided if patients had adequate access to care and medical homes.

To further identify health needs, 10 community leaders that had relationships with Morehead Memorial Hospital and/or the community was interviewed so we could learn from their unique perspectives and insight into priority health concerns. The themes for the top three *health concerns* that emerged include: 1) access to care, 2) improved health education and literacy, and 3) improved prevention methods (i.e. addressing poor health behaviors that affect major health concerns in obesity, hypertension, diabetes, stroke, and smoking). (**Attachment D**)

### **Community Assets Identified**

The assessment identified a number of strong community assets, including the two hospitals and their community benefit programs, a free clinic, a free dental clinic, a public health department, four school-based/school linked health centers, the Rockingham County Healthcare Alliance, a public school system with active home and school associations, and numerous religious congregations. (**Attachment E**)

### **Summaries: Assessment and Priorities**

**Attachment F** lists and ranks the 14 needs identified through the assessment. The CHNA teams committed to focus on the identified priorities. In summary, priority needs identified for Morehead Memorial were:

- Access to Care
- Chronic Diseases
- Health Behaviors

### **Next Steps**

The hospital identified additional team members, workgroups and departments to develop implementation strategies for each priority area (**Attachment G**); the Transitional Care Department, in partnership with other hospital department leaders are committed to the management and oversight of the plan and will designate staff to focus on specific priority areas and partner with community representatives as needed. Each leader is responsible for:

- Researching what other community groups are doing regarding the priority need,
- Organizing a team which includes both field professionals and representative community members,
- Guiding the work of the team, including development of a implementation plan,
- Establishing outcome measures and indicators for goals and objectives,
- Assuring work is coordinated with other CHNA implementation teams, and
- Communicating appropriately with the community at large.

This assessment summary is posted on the following Websites: Morehead Memorial, Rockingham County Health Department, and the Rockingham County Health Care Alliance. A copy can be obtained by contacting the administrative office of any of the three organizations.

## **MOREHEAD MEMORIAL HOSPITAL**

### **Implementation Plan**

#### **For FY 2014-2016 Summary**

Morehead Memorial Hospital is a not-for-profit community hospital located on a 22-acre campus in central Eden. Built in 1960, Morehead Memorial continues to carry out its mission *to provide quality care, with a commitment to patient safety and clinical excellence.*

Morehead Memorial Hospital has a main campus located in Eden, NC, and is licensed for 108 acute-care beds and 121 long-term care beds. The main campus is home to inpatient and outpatient hospital services, a state-of-the-art emergency department, a birthing center, a nursing center, a cancer treatment center, and six physician office buildings. In addition to the main campus, the hospital has two off-campus sites. The Wright Diagnostic Center on Pierce Street houses laboratory services, a wound healing center, a breast imaging center, the Morehead Memorial Hospital Foundation, and patient financial services. Morehead Physical Rehabilitation, located in Meadow Greens Shopping Center adjacent to the hospital's main campus, provides physical therapy, occupational therapy, speech and language therapy, massage therapy, and functional capacity evaluations.

The hospital has an active medical staff of 47 active physicians and 70 consulting/courtesy physicians. About 72.79% of patients are residents of North Carolina (primarily Rockingham County); 23.2% come from surrounding Henry County, VA, and Pittsylvania County, VA; and 1.94% come from other states.

This report summarizes the plans for Morehead Memorial to sustain and develop community benefits programs that 1) address the needs identified and prioritized from this Community Health Needs Assessment (CHNA) conducted in partnership with the health department, Annie Penn Hospital, and the Rockingham County Healthcare Alliance; and 2) respond to other identified community health needs.

#### **Target Areas and Populations**

The implementation strategies will focus on populations with the greatest needs and/or limitations to access to health services. Morehead Memorial's primary service area is Rockingham County, NC where the majority of patients come from the city of Eden and Western Rockingham County.

## How the Implementation Plan Was Developed

The Morehead Memorial Implementation Plan was developed based on the findings and priority needs identified through the 2012 Community Health Needs Assessment (CHNA) for Rockingham and surrounding areas, and a review of the hospital's existing community benefit activities.

Morehead Memorial's CEO, Executive Team, and community leaders provided leadership throughout the assessment process and members of this team will be overseeing the implementation process through the end of FY 2016. Other members of the CHNA Implementation team include members of the local health department and the Rockingham County Healthcare Alliance. Care Share Health Alliance helped access and analyze public health data and served as facilitators of the process where priority health needs were discussed and prioritized.

After completion of the county's 2012 Community Health Assessment (CHA) and the hospital's Community Health Needs Assessment (CHNA), the CHNA Team formed implementation teams (**Attachment G**) to respond to each priority need, develop goals and objectives, and monitor outcomes for each.

## Major Needs and How Priorities were Established

The Community Health Needs Assessment (CHNA) process began with a review of the 2012 Community Health Assessment (CHA) by the Rockingham County Health Department. This information contains updated statistics from city, county, and state sources. National statistics were also included to analyze trends. New data sources were identified and incorporated including the 2011 County Health Rankings, 2012 Rockingham County Capacity Assessment (D. French), 2011 Competitive Assessment (J. Johnson) and additional data from both hospitals (utilization and referral information and interviews with medical staff and community based providers). The CHA data was collected and presented with the assistance of consultant David French at the 2012 Community Health Assessment Priority Identification Meeting.

The CHNA's Team agreed to use the Hanlon Prioritization Matrix and methodology to evaluate the 14 health needs identified through the compilation of the assessments listed above. Care Share's research team used the following approach:

- Reviewed relevant health statistics, priorities, and needs from various datasets produced by State, local, and private entities from 1998-2012.
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### **Description of What Morehead Memorial Will Do to Address Community Needs**

Morehead Memorial will chair three implementation teams to address their priority health needs – Access to Care, Health Behaviors and Chronic Diseases. Each team is comprised of hospital staff and other community experts and representatives. The hospital CEO is the 2013 Chair for the Rockingham County Healthcare Alliance, which holds quarterly meetings and is composed of more than 40 stakeholders - both within and outside of healthcare - who are committed to improving overall health, education and economic standing of community residents. The mission is to improve the health and well-being of the medically underserved of Rockingham County, with a focus on enhancing the healthcare delivery system for low-income, under-insured and uninsured residents. The Alliance provides a strong platform and pool of experts who can advise, coordinate and/or partner with the hospital to implement select components of the plan. Each implementation team has developed goals, objectives and measures to track and report progress.

The Access Implementation Team has identified six objectives to address the Access to Care priority. They will utilize the new Urgent Care Center to serve underserved residents in the Western part of the county and support the Rockingham County Healthcare Alliance in the development of three Rural Health Centers and medical homes for the uninsured.

The hospital's Diabetes Management Program staff will lead efforts to expand enrollment in their program and create a diabetes registry to improve the identification of people with diabetes and link them to self-management resources.

The Marketing Department will help promote the Community Health Needs Assessment and other initiatives outlined in the plan to raise awareness and educate the community at large and other special populations.

In addition, the hospital will continue to meet community needs by providing charity care; Medicaid and SCHIP services; continuing its on-going health professional education programs and supporting, Student Health Centers and other Community Health Education Programs and Screenings.

## **Action Plans/Goals:**

### **Priority Area: Access to Care**

#### ***Goal #1: Increase the number of primary care providers in Rockingham County***

The hospital will support the Rockingham County Healthcare Alliance (RCHA), Annie Penn hospital and other community stakeholders in the development of three rural health centers for the county to better serve low-income uninsured and underserved populations. Public and private funds are being pursued and business planning is in development. The hospital will also support the expansion of the Free Clinic of Rockingham County's satellite operation in Eden. In collaboration with AHEC, the hospital will develop a new rural community health rotation elective for 2<sup>nd</sup> and 3<sup>rd</sup> year medical students and establish and maintain up to three Physician Assistant rotations through Elon College.

#### ***Goal #2: Utilize the Urgent Care Center in Western Rockingham County to serve uninsured and underserved populations.***

The hospital projects at least 10% of patients served by the Center are from underserved populations.

### **Priority Area: Chronic Diseases**

#### ***Goal #1: Improve the identification of people with diabetes.***

The hospital will develop a diabetes registry to identify patients who receive a diabetes diagnosis through inpatient and outpatient services. They also will offer screenings and inform patients with abnormal results about the diabetes management services available.

#### ***Goal #2: Improve access to treatment for diabetes***

In partnership with the Congregational Nurse Program, Community Education Coordinator, Marketing Department and physicians, the Morehead Diabetes Management Program staff will offer free diabetes classes for uninsured and self-pay individuals who do not meet other eligibility guidelines. They will also provide educational programs off campus and work to improve the referral process from physicians to outpatient services.

#### ***Goal #3: Improve self-management of diabetes***

The hospital will increase the number of patients enrolled in their diabetes management program and provide educational resources for the four key diabetes management principles to help improve patient A1c's and ultimately their overall health status.

#### ***Goal #4 (Cancer): Reduce the mortality rate from lung cancers in Rockingham County.***

The hospital will work to secure funding to implement Moses Cone's lung cancer screening initiative, connect all uninsured patients to lung cancer treatment programs, and increase the percentage of patients diagnosed in stage 1 and 2 (instead of 3 & 4) lung cancer through various early detection and screening programs.



### **Priority Area: Health Behaviors**

#### ***Goal #1: Decrease the use of tobacco products among adult population in Rockingham County by 3%.***

In partnership with Healthy Carolinians and the local Health Department, the hospital will develop and distribute a directory to increase the number of people using smoking cessation resources. They will also help maintain one TRU chapter in a high school to help young people stop smoking into adult hood.

#### ***Goal #2: Decrease Obesity Rate by 3% in Rockingham County through promotion of increased physical activity and healthy diet options.***

The hospital will replicate their employee Biggest Loser program for Eden and Western Rockingham County residents. They will also support the Health Department's efforts to develop a resource guide to help reduce the diabetes rate through promoting physical activity opportunities and health food options.

### **Next Steps for Priorities: Implementation Plan (*Attachment H*)**

For each priority need, Morehead Memorial will work with the CHNA Team, Annie Penn Hospital, the health department, Rockingham County Health Care Alliance, and other community partners to:

- Identify related activities being conducted by others in the community that could be built upon and resources leveraged
- Develop measurable goals and objectives so that the effectiveness of efforts and implementation of evidenced-based strategies can be measured
- Build support for the initiatives within the community and among other health care providers
- Collaborate with others to develop detailed work plans for each priority need/area

### **Priority Needs Not Being Addressed and the Reasons**

1. Oral Health – Rockingham County currently has a Rockingham County Dental Task Force that is addressing oral health needs in the county. The Task Force is comprised of representatives from the Rockingham County Dental Society, the Rockingham County Department of Public Health, the Rockingham County Healthcare Alliance and the Rockingham County Schools. The hospital currently serves patients who present in the ED with Oral Health issues, but does not have capacity or expertise to address oral health needs community wide.

2. Maternal and Child Health –The hospital recognizes that other agencies have expertise in this area like the Pregnancy Care Center and Partnership for Children. The Rockingham County Health Department provides basic family planning services as well as pregnancy and STD testing. Pregnant women are referred to one of two practices (located in Eden and Reidsville) for pre-natal care and delivery. The Department of Public Health provides a full range of care for pediatric patients which

includes well child exams, sick visits, sports physicals, immunizations, asthma management, development screenings, vision and hearing screening, nutritional consultation and post-trauma care.

3. **Mental Health** – North Carolina’s mental health services system has undergone major reorganization in the past few years creating barriers to making significant impacts at the local level. The hospital and the local mental health organization, CenterPoint Human Services, are participating in the Rockingham County Healthcare Alliance where mental health issues are brought to the community for consideration. The Reidsville Area Foundation reconvened a countywide Mental Health Focus Group in March 2013. This group, composed of mental health, healthcare, human services and law enforcement representatives, will move forward efforts to improve access to mental health care in Rockingham County. Currently, the hospital treats patients who present in the ED with mental health issues until other appropriate levels of care and services are provided.

4. **Improved Education** – Efforts to improve the education level in the county are being undertaken by the Rockingham County Schools. The hospital supports the school based health center as part of this effort and is unable to dedicate additional resources to this need.

5. **Elder Care Options/Services** – Aging, Disability, and Transportation Services is actively addressing these needs in the community. Additionally, PACE (Program for All-Inclusive Care for the Elderly) is expanding their outreach to Rockingham County and will be working within the county to raise awareness of the available services and to assist elderly patients in transitioning their care to the PACE program, where appropriate.

6. **Violence** – Addressing this need is outside of the scope and expertise of the hospital. HELP, Inc. Center Against Violence is addressing this need in Rockingham County through victim advocacy and crisis services, residential services, family support services, children’s advocacy, elderly abuse support programs, parent resources and community education.

7. **Health Conditions (stroke, flu, pneumonia)** – These conditions are being addressed at the hospital clinical level. The hospital will continue to meet these needs within the hospital setting, but does not currently have capacity to undertake community level initiatives to address the need. The Rockingham County Department of Public Health provides some prevention and education services aimed at reducing the level and severity of health conditions and improving the overall health of the population.

8. **Unintentional Injury** – Addressing the prevention of this need lies outside of the expertise of the hospital. The hospital does address acute unintentional injury needs within the clinical setting.

9. **Poverty** – Addressing issues of poverty are outside of the scope and expertise of the hospital.


10. **Recreational Facilities** – Addressing these facility needs is outside the hospital’s expertise.

11. Tobacco Use – Though not selected as a priority area, the issue is being addressed through the Health Behaviors priority area with the goal of reducing the use of tobacco products among adult populations by 3%.

**Approval**

Each year at their June Meeting, the Morehead Memorial Governing Board, which includes representatives from Eden, Wentworth and the surrounding community, reviews the prior year’s Community Benefit Report and approves the Community Benefit Implementation Strategy for addressing priorities identified in the most recent Community Health Needs Assessment and other plans for community benefit. This report was prepared for the June 26, 2013 meeting of the Governing Board.

Morehead Memorial Hospital Governing Board Approval:

 R. Scott Barham, Chairman of the Board

*By Name/Title*

August 29, 2013

*Date*