



**Community Health Needs Assessment  
Implementation Strategy**

**September 2013**

## HOSPITAL BACKGROUND

NEA Baptist Memorial Hospital is an affiliate of Baptist Memorial Health Care, an award-winning network dedicated to providing compassionate, high-quality care for patients. The 100-bed facility has partnered with NEA Baptist Clinic to provide integrated health care in the Northeast Arkansas area. The hospital offers a number of services, including cancer, emergency, neurology, radiology and surgery. The hospital's Women's Center offers labor and delivery services as well as childbirth and breastfeeding classes, and its Heart Center offers interventional cardiology, cardiac rehabilitation and chest pain emergency care, among other services.

The new 550,000+ square-foot hospital will feature larger patient rooms and operating suites, enhanced with new technology and amenities. NEA Baptist Hospital and NEA Baptist Clinic will be housed under one roof, providing an integrated health care model. The new campus will include more than 212,000 sq. ft. of clinic space and a 34,000 sq ft Cancer Center. The integrated model, putting physician offices on the same floor as inpatient hospital units, is the wave of the future for patient care because of its efficiency and responsiveness to patient needs.

NEA Baptist uses electronic medical records and delivers a more responsive, personal approach to diagnosis and treatment. Forming a strong, physician-directed and professionally managed health care system is a natural next step and will allow us to provide high-quality, cost-effective care to the Northeast Arkansas community far into the future.

To support NEA Baptist community benefit activities and guide community health improvement efforts across the system, Baptist Memorial Health Care conducted a comprehensive Community Health Needs Assessment (CHNA). The purpose of the study was to gather current statistics and qualitative feedback on the key health issues facing residents in Baptist Memorial Health Care Hospitals' service areas.

## 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 NEA Baptist Memorial Hospital 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, NEA Baptist Memorial Hospital 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, NEA Baptist Memorial Hospital 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, NEA Baptist Memorial Hospital 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)

**NEA BAPTIST MEMORIAL HOSPITAL STRATEGIES:**

- **Healthy Program Growth:** Increase Physician Referrals to programs (Wellness Works!, Center for Healthy Children and The Wellness Center)
- **Family Fun Fest:** A hospital community event where residents can be screened for diabetes. Results will be mailed along with class schedules for diabetes education. A booth will be set up with Diabetes Educational materials.
- **Diabetes Educator:** Increase patients receiving one-on-one counseling with the Diabetes Educator for better outcomes. Educational and support group classes will be held monthly in the Diabetes education room at the new medical campus.
- **Healthy Lifestyle classes:** provided to hospital employees. Residents of the community will also receive healthy lifestyle education and diabetes management education at events such as the Women's Health Conference and Diabetes Conference.
- **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. NEA BMH will work collaboratively with these entities to address the objectives and strategies outlined above.

- American Heart Association
- American Cancer Society
- American Diabetes Association
- Food Bank
- Jonesboro Schools
- Craighead County Health Department
- United Way
- Local churches and community groups

## Cancer

With the opening of the NEA Baptist Cancer Center, Baptist NEA 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. Because lung cancer was the primary type of cancer identified in this study, many activities will focus on lung cancer prevention and smoking cessation.

**GOAL:** Provide early detection and treatment to reduce Cancer mortality rates and improve quality of life for patients living with lung Cancer.

### OBJECTIVES:

- Invest in newest technologies for detection and care of cancer.
- Improve quality of life for cancer patients.
- Increase community awareness of signs of cancer and 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

### NEA BAPTIST MEMORIAL HOSPITAL STRATEGIES:

- **NEA Baptist Cancer Center:** Opening 2013-2014, the NEA Baptist Cancer Center will provide the residents of northeast Arkansas with a one of its kind facility that will provide radiation, oncology, clinical research and patient and family support and access to cancer-related resources all under one roof.
- Patients are provided an opportunity to participate in cancer specific clinical research.
- HopeCircle, an NEA Baptist Charitable Foundation program that provides resources such as wigs, educational materials and support groups will be the focal point of the new center.

- **Quarterly Luncheon Series:** Each quarter a physician speaks on a relevant health topic to more than 200 guests. Various booths are available at the luncheon to discuss health care services and provide education materials to the participants.
- **In Patient Counseling:** All in-patients that smoke receive tobacco cessation counseling and are educated on and provided with options/resources on how to quit smoking.
- **Wellness Works!** NEA Baptist Charitable Foundation provides a free program for patients living with chronic diseases such as cancer, diabetes and high blood pressure. Patients are introduced to a healthy lifestyle incorporating nutrition plans, exercise, and also receive one-on-one counseling specific to their disease. A special COPD and Asthma Seminar will be held twice each year in the fall.
- **Speakers Bureau:** Hospital experts available to speak to the community about cancer-related topics.
- **Community Events:** NEA Baptist participates in National Cancer Survivor's Day, American Cancer Society's Relay for Life, NEA Baptist HopeWeek events which focus on hope through different cancers, including Ovarian Cancer, Breast Cancer, Prostate Cancer, Lung Cancer, etc. Screenings are often provided for free and educational materials and support information is available.

#### **EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:**

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

- American Cancer Society
- System partnership with Vanderbilt-Ingram Cancer Center
- Tobacco Quitline
- Smoking Cessation Classes

#### **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

**NEA BAPTIST MEMORIAL HOSPITAL STRATEGIES:**

- Continue to host support groups for new moms
- Breastfeeding Classes
- Serve as a connector to community resources.
- Speakers Bureau – hospital experts available to speak to the community about maternity and women’s health-related topics.

**EXISTING COMMUNITY ASSETS TO ADDRESS NEEDS:**

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

- Breastfeeding Coalition
- March of Dimes
- Craighead County Health Department
- United Way
- Local churches and community groups

**Mental Health**

Recognizing the relationship between mental health and optimal physical health for patients and their caregivers, NEA Baptist Memorial Hospital 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

**NEA BAPTIST MEMORIAL HOSPITAL STRATEGIES:**

- Camp Good Grief – bereavement camps for children and teens who have experienced the loss of a loved one.
- NEA BMH 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. NEA BMH will work collaboratively with these entities to address the objectives and strategies outlined above.

- Alzheimer's Association
- American Stroke Association
- East Arkansas Area Agency on Aging
- Assisted Living, Senior Care Facilities

**COMMUNITY HEALTH NEEDS NOT ADDRESSED**

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

**APPROVAL FROM GOVERNING BODY**

NEA Baptist Memorial Hospital Board of Directors met on February 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.