CHNA IMPLEMENTATION STRATEGY

BACKGROUND

The Memorial Hospital of Towanda, PA (Memorial Hospital) is a Pennsylvania nonprofit corporation which owns and operates an acute care hospital, a skilled nursing center, a personal care home, a physician group, and many health-related ambulatory and community-based services. Memorial Hospital has been serving the community at its present location for over 50 years.

Memorial Hospital’s mission is “to enhance the quality of life in our community by providing quality healthcare services with integrity and professionalism, in a safe, caring and financially responsible manner, while maintaining the dignity of our patients and residents.”

It is in the spirit of that mission that Memorial Hospital is undertaking this Community Health Needs Assessment. While the Patient Protection and Affordable Care Act (PPACA) effective March 23, 2011, and The Health Care Education Affordability Reconciliation Act of 2010, signed into law on March 30, 2010, mandated community health needs assessments, Memorial Hospital has engaged in the process not only to meet those requirements, but also to continue its tradition of analyzing and responding to the health needs of the community. Memorial Hospital has, of course, engaged many, many community partners in the process of understanding needs and improving the health of the community.

The purpose of the study was to gather current statistics and qualitative feedback on the key health issues facing service area residents. As part of this work effort, Memorial Hospital contracted with ParenteBeard, an accounting and consulting firm located in York, Pennsylvania to provide secondary data including health indicators and demographic data, and to synthesis community input. Holleran, a Lancaster, Pennsylvania-based research firm, also worked with Memorial Hospital to facilitate the prioritization session and guide Management in strategies to address the identified community needs.

The findings from the report were shared with community partners and stakeholders to define the most vital community needs and gather feedback on how Memorial Hospital can best address those needs. The following pages outline the findings of the CHNA and Memorial Hospital’s strategies to meet the community’s health needs.
The Community Health Needs Assessment was published June 27, 2013. The primary goals of the Community Health Needs Assessment were to:

- Provide baseline measure of key health indicators
- Inform health policy and health strategies
- Provide a platform for collaboration among community groups
- Serve as a resource for individuals and agencies to identify community health needs
- Establish benchmarks and monitor health trends
- Assist with community benefit requirements

On May 16, 2013, Memorial Hospital’s leadership team and community representatives gathered to review the research findings and prioritize the key issues for adoption and inclusion in the Implementation Plan.

The objectives of the strategic planning session were to:

- Initiate discussions around key health issues and prioritize based on select criteria
- Brainstorm goals and objectives to guide Memorial Hospital’s Implementation Plan
- Examine Memorial Hospital’s role in addressing community health priorities

A total of 19 individuals attended the strategic planning session held on May 16, 2013, representing a variety of agencies and organizations. They included:

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<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Virginia (Ginnie) Schoonover</td>
<td>Social Services</td>
<td>Bradford County Action</td>
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<tr>
<td>Sandy Lockwood, RN</td>
<td>Nurse</td>
<td>Bradford County State Health Center</td>
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<tr>
<td>Tina Pickett</td>
<td>State Representative</td>
<td>Commonwealth of Pennsylvania</td>
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<tr>
<td>Colleen Milligan</td>
<td>Director of Health and Human Service</td>
<td>Holleran</td>
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<tr>
<td>Alicia Titus</td>
<td>Consultant</td>
<td>Holleran</td>
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<tr>
<td>Susan Black, MSW</td>
<td>Social Worker</td>
<td>Memorial Hospital, Inc.</td>
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<tr>
<td>Carol Sager</td>
<td>VP of Development</td>
<td>Memorial Hospital, Inc.</td>
</tr>
<tr>
<td>Nancy Lamphere</td>
<td>Assistant</td>
<td>Memorial Hospital, Inc.</td>
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SELECTED OF THE COMMUNITY HEALTH PRIORITIES

The attendees participated in a large-group discussion about the key observations and findings from the assessment. A master list of health issues facing Bradford and Sullivan County residents was developed. This list was driven by the quantitative results of the CHNA study, the qualitative feedback garnered from collaboration with area agencies, and the expert knowledge of the group participants. The following list outlines the health issues that were identified. The list is presented in alphabetical order.

- **Access to Care**
  - Transportation
  - Oral & dental health
  - Prenatal care
  - Children in poverty-Sullivan Co.
- **Accidents and Injuries**
  - Motor vehicle and non-transport
  - Preventable food borne illnesses
- **Chronic Disease Management/Prevention**
  - Heart disease incidence and death rates
  - Cancer, stroke, and diabetes deaths
- **Healthy Lifestyle Behaviors**
  - Tobacco use
  - Obesity and physical inactivity
- **Issues of Aging**
After developing the master list of issues, participants engaged in a ranking exercise. Attendees were asked to rate each of the above nine issues on a 5-point Likert Scale based on the following criteria:

- Scope & Severity (1-Not at all serious through 5-Very serious)
- Ability to Impact (1-No ability to impact through 5-Definite ability to impact)
- Gaps in Services (1-No existing services through 5-Many existing services)

The following table ranks the issues from highest to lowest by Scope and Severity, Ability to Impact, and Gaps in Services. The higher the average rating, the greater the perceived significance of the issue.

<table>
<thead>
<tr>
<th>Health Issues Prioritization by Total Score</th>
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<tbody>
<tr>
<td><strong>Master List</strong></td>
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<tr>
<td>Healthy Lifestyles/Prevention of Chronic Disease</td>
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<tr>
<td>Mental Health and Substance Abuse</td>
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<tr>
<td>Chronic Disease Management</td>
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<td>Issues of Aging</td>
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<tr>
<td>Access to Care</td>
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<td>Accidents and Injuries</td>
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**PRIORITIZED COMMUNITY HEALTH NEEDS**

Recognizing that improved healthy eating and physical activity would have a cross-cutting impact on overweight and obesity rates as well as chronic disease such as Diabetes and Heart Disease, the group agreed that this is a top priority for the Hospital. It was also discussed that because of the seriousness of mental health and substance abuse, it should also be a top priority. Following facilitated discussion, the group came to consensus on the following top four priorities:
Attendees participated in a series of group exercises and discussions to gather further information about the prioritized health issues to guide community health planning. The facilitator led the group through activities focused on underlying issues, barriers, community infrastructure, and special population considerations relevant to prioritized community health needs. Existing assets, gaps in services, and root causes were brainstormed for each prioritized issue.

**STRATEGIES TO ADDRESS COMMUNITY HEALTH NEEDS**

In support of the 2013 Community Health Needs Assessment, and ongoing community benefit initiatives, Memorial Hospital plans to implement the following strategies to impact and measure community health improvement.

**Healthy Lifestyles/Prevention of Chronic Disease**

Memorial Hospital recognizes the connection between diabetes, cardiovascular disease, and other chronic conditions to overweight and obesity and as such will focus on continual education and awareness of the benefits of a healthy lifestyle including smoking cessation, nutrition and exercise. Physicians are continually encouraging their patients to adopt healthy lifestyles to lessen the risk of developing some of these chronic conditions.

**Goal:** To promote a healthy lifestyle among county residents through promotion of healthy eating, physical activity and living smoke-free.

**Objectives:**
- Reduce overweight and obesity rates
- Improve diet and nutritional intake
- Increase regular exercise among Bradford and Sullivan County residents
- Decrease the number of county residents who smoke

**Key Indicators:** Performing Community Education Programs targeting “at risk” citizens.

**Memorial Hospital’s Strategies:**
Continue to educate individuals about the importance of adopting healthy lifestyles including eating healthy foods, physical activity, and quitting smoking through:
- Community lectures, presentations, workshops
- Farmer’s Markets and Supermarkets—Encourage the community residents to buy fresh fruits and vegetables from local vendors and supermarkets.
- Walking/Exercise Programs – distribute literature about the YMCA and other health clubs in the area and partner with them in possibility of exploring a beneficial arrangement for both organizations.
  - Refer citizens to smoking cessation programs and support groups in the area.

Existing Community Assets & Resources:
- YMCA and other health clubs
- Department of Health & Human Services
- Children & Youth Services
- Smoking Cessation Program
- Local markets and community garden centers

ISSUES OF AGING

We recognize that we have an aging population in the two counties served by Memorial Hospital --Bradford and Sullivan Counties – Memorial Hospital will focus on assisting seniors in finding the right services that they are in need of, whether it is personal care, legal advice, assisted living, nursing home care, end of life care, etc.

Goal: Assure our senior citizens that they have options to address their needs.

Objectives: Assist the senior citizens in obtaining the services they need including the following:

- Eldercare Legal Advice through local attorneys or specialists in eldercare law.
- Mental Health Services regarding depression and anxiety of seniors and other mental health issues
- Personal Care Home placement
- Nursing Home placement
- Home Health and/or Hospice services

Key Indicators:
- Number of Medicare beneficiaries in Bradford & Sullivan Counties mirrors the growth in population that is over 65 years of age
- Average life expectancy in Bradford & Sullivan Counties is 77.3 years exceeding the median for all US counties which is 76.5 years.
- Helping health care providers and their patients communicate regarding health information is beneficial
Memorial Hospital Strategies:
- Educate aging populations concerning end of life planning.
  - Direct seniors to specialists who can help with end of life planning, advanced directives, living wills, etc.
- Assist in placement of seniors as needed based on their healthcare needs.
  - Long term care facilities, personal care homes, rehabilitative services, home health, hospice etc.
- Work with other agencies to assist seniors in getting the services they need.
  - Area Agency on Aging
  - Northern Tier Counseling
  - Mental Health/Mental Retardation

Existing Community Assets & Resources:
- Area Agency on Aging
- Eldercare Legal Advice through local attorneys or specialists in eldercare law.
- Mental Health/Mental Retardation Services and Northern Tier Counseling
- Personal Care Homes
- Nursing Homes
COMMUNITY HEALTH NEEDS NOT ADDRESSED

Memorial Hospital has chosen not to focus on the following needs that were identified through the Community Health Needs Assessment and prioritization process:

Access to Care

Transportation - We currently provide ambulance services and operate a transport service, both available to the community. These services are operated through our EMS Service for both emergency care and for transporting patients to appointments. The county currently offers a low cost local bus service that residents of the communities served by the Hospital can avail themselves.

Oral and Dental Care - Memorial Hospital currently operates a free or low cost dental program called The Bradford County Dental Clinic located in Towanda, PA staffed by two dentists. There are also a number of dentists in both counties to oversee the dental health of the community residents.

Pre-natal Care – We are currently providing pre-natal care by employing two OB/GYN physicians. Resources do not allow us to bring in additional providers for this service. There is another provider in the community who provides this service as well as a tertiary center located 20 miles north of us who also provides this service. Memorial Hospital works in conjunction with the Nurse Family Partnership, which is a program that provides assistance to qualifying first-time mothers and their new baby up to two years of age.

Children in poverty – Sullivan County – Memorial Hospital currently participates in enrolling children in the CHIPS program and Medical Assistance programs that we participate in. As noted above, Memorial Hospital also works in conjunction with the Nurse Family Partnership.

Accidents and Injuries

Motor Vehicle and Non-Transport – This is outside the purview of Memorial Hospital and is something that should be dealt with through the local and state police and the PA Department of Transportation.

Preventable Food Borne Illnesses – This is outside of the purview of Memorial Hospital and would involve the State Public Health Service, which is under the direction of the PA Department of Health.

Mental Health and Substance Abuse

Mental Health Utilization – Memorial Hospital does not employ any Psychiatrists or Psychologists and our Social Services Department will refer these patients to the specific services needed.
APPROVAL FROM GOVERNING BODY

The Memorial Hospital Board of Directors met on June 27, 2013 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.