

2013

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGY



UNIVERSITY
HEALTH CARE SYSTEM

Implementation Strategies

University Hospital will engage key community partners in implementing evidence-based strategies across the service area to address the health care priorities of our community. Acknowledging the many organizations and resources in place to address the health needs of our community, UH has strategically reviewed both internal and external resources. This portion of the Community Health Needs Assessment, the Implementation Strategy, will explain how UH will address health needs identified in the CHNA by continuing existing programs and services, and by implementing new strategies. It will also explain why the hospital cannot address all the needs identified in the CHNA, and if applicable, how UH will support those organizations in addressing those needs.

Health Priorities

As mentioned in the CHNA report, the following document addresses the needs that University Hospital has chosen to address. The document also outlines why we chose to address these needs, how we will address these needs, who the responsible party will be and any goals that will be set forth from the beginning, as well as the time frame for achieving those goals.

A priority session was held at University Hospital with members of senior leadership in August 2013. The purpose of this session was to discuss data and input and prioritize the needs of the hospital's defined community. Criteria used included importance to the service area, relevance of the health issue to the population served and the ability of UH to effectively impact and improve the health issue.

The team discussed strategic action steps and desired outcomes that would serve as the framework of each strategy.

Also, in accordance with IRS proposed regulations, the team identified which priorities would not be addressed in the implementation strategy and why. After discussing these priorities in depth and examining UH's expertise, the expertise of other community organizations and outreach and UH's wide range of services currently available, the following issues were chosen for implementation:

- A. **Chronic Disease Prevalence (Diabetes, Heart Failure, etc.):** According to Centers for Disease Control and Prevention, chronic diseases are the leading causes of death and disability in the U.S., contributing to 7 out of 10 deaths among Americans each year. Heart disease, cancer and stroke account for more than 50 percent of all deaths each year, while diabetes continues to be the leading cause of kidney failure, non-traumatic lower extremity amputations and blindness among adults aged 20-74. Four modifiable health risk behaviors - lack of physical activity, poor nutrition, tobacco use and excessive alcohol consumption - are responsible for much of the illness, suffering and early death related to chronic disease.
- B. **Obesity and Nutrition:** According to Healthy People 2020, the health impact of eating a healthy diet and being physically active cannot be understated. Together, a healthy diet and regular

physical activity can help people achieve and maintain a healthy weight, reduce the risk of heart disease and stroke; reduce the risk of certain cancers; and strengthen muscles, bones and joints. Chief among the benefits of a healthy diet and physical activity is a reduction in the risk of obesity. Obesity is a major risk factor for several of today's most serious health conditions and chronic diseases, including high blood pressure, high cholesterol, diabetes, heart disease, stroke and osteoarthritis. Obesity also has been linked to many forms of cancer.

- C. **Access to Care, Financial (Insurance Coverage):** According to Healthy People 2020, people without medical insurance are more likely to lack a usual source of medical care, such as a primary care physician ("PCP") and are more likely to skip routine medical care due to costs, increasing their risk for serious and disabling health conditions. When they do access health services, they are often burdened with large medical bills and out-of-pocket expenses.

- D. **Prevention and Screenings:** According to Healthy People 2020, clinical preventive services offer tremendous opportunity to save years of life and to help people live better during those years. Moreover, science-based prevention can save money - and provide high-quality care - by helping people avoid unnecessary tests and procedures. Evidence-based preventive services are effective in reducing death, disability and disease, including cancer, chronic diseases, infectious diseases and mental health/substance abuse disorders.

Chronic Disease Prevalence: Reduce the incidence, as well as the economic and emotional burden of chronic conditions while also addressing health risk behaviors associated with chronic disease.

Community Health Need:		Chronic Disease Prevalence	
Topic Area Overview:		Chronic Diseases are the leading causes of death and disability in the U.S., with 7 out of 10 deaths among Americans each year from chronic diseases. Heart disease, cancer and stroke account for more than 50% of all deaths each year, while diabetes continues to be the leading cause of kidney failure, non-traumatic lower extremity amputations, and blindness among adults, aged 20-74. Four modifiable health risk behaviors - lack of physical activity, poor nutrition, tobacco use, and excessive alcohol consumption - are responsible for much of the illness, suffering, and early death related to chronic disease. - CDC	
Specific Needs Identified in CHNA:		Richmond County ranks as one of the highest in the U.S. for deaths related to cancer and diabetes. It is also in the highest percentile for incidents of breast cancer. The average number of age adjusted death rates due to cancer in all U.S. counties is 184 per 100,000. Richmond County reflects a rate much higher than the average - 215 deaths per 100,000. This is 59 more deaths per 100,000 than neighboring Columbia County. Richmond County also has a health behaviors ranking that is more than 37% higher than the national average. This is significant because a majority of preventable deaths and illnesses in the United States are directly caused by human behaviors such as smoking and unhealthy diets.	
Goals:		Reduce the incidence, as well as the economic and emotional burden, of chronic conditions while also addressing health risk behaviors associated with chronic disease.	
Strategy: Coordinate disease management program			
Lead Organizational Entity: Disease Management			
Action Step	Accountability	Timeline	Desired Outcome
Continue to offer disease management programs. Coordinated and staffed by University to help people with chronic conditions including congestive heart failure, asthma, chronic obstructive pulmonary disease (COPD) and diabetes better manage their conditions. Coumadin therapy monitoring is also available.	Director, Disease Management	Present - 2016	Monitoring condition and Improved access to information about managing chronic disease.
Continue to provide 24-hour inbound and outbound call line using telehealth nurses that support the Disease Management Clinic. This line is available to disease management patients seeking guidance on how to manage their condition. The telehealth nurses also call these high risk patients routinely to ensure they are adherent to plan of care.	Director, Disease Management	Present - 2016	Improved access to information about managing chronic disease.

Strategy: Provide diabetes outreach and education through annual events and free classes

Lead Organizational Entity: Diabetes Services

Action Step	Accountability	Timeline	Desired Outcome
Continue annual Diabetes Expo. This event is sponsored by Diabetes Services with the help of hospital service lines and local vendors.	Diabetes Services Program Coordinator	Present - 2016	Expand diabetes awareness.
Continue monthly Sweet Success community education class. Sweet Success is an education program for indigent diabetics with a focus on diet needs, health issues and caring for themselves. Information on managing care, treatment options and maintaining a healthy lifestyle is provided.	Diabetes Services Program Coordinator	Present - 2016	Improved access to information about living well with diabetes.
Continue quarterly Insulin Pump Support Group.	Diabetes Services Program Coordinator	Present - 2016	Improved access to information about living well with diabetes.

Strategy: Provide outreach/education to impact obesity through "Eating Well with Kim" program and free community education- linked with obesity and nutrition

Lead Organizational Entities: Community Relations/Corporate Communications

Action Step	Accountability	Timeline	Desired Outcome
Continue to support Eating Well with Kim program. University Health Care System teams up with News 12 to produce the Eating Well with Kim segment three times a week. University Registered Dietitian and certified Diabetes Educator Kim Beavers offers healthy eating ideas along with quick, easy and healthy recipes that are provided to viewers via the website.	Director, Corporate Communications/ Eating Well with Kim Coordinator	Present - 2016	Build awareness about healthy eating habits.
Continue annual "Healthy Diet, Healthy Heart" class. This class focuses on how healthy eating has a positive impact on the heart. A "heart healthy" lunch is served.	Community Relations Specialist	Present - 2016	Build awareness about healthy eating habits as they relate to obesity and heart health.
Continue free monthly "Weight Loss Surgery and You" class. This class provides information how Bariatric Surgery, in conjunction with a healthy lifestyle, can be a successful alternative approach to weight loss.	Bariatric Surgery / Weight Management Services Registered Dietician or Coordinator	Present - 2016	Improved access to information about bariatric options.
Continue production of Healthy U Calendar. This print calendar is a community resource for University Health Care System classes, support groups and events. Calendars are posted on the University Hospital website and inserted into the newspaper.	Community Relations Specialist / Sr. Communications Specialist	Present - 2016	Provide information to the community about hospital educational events.

Strategy: Provide and support Cancer outreach and education initiatives

Lead Organizational Entities: Cancer Services and Corporate Communications

Action Step	Accountability	Timeline	Desired Outcome
Continue to host annual community Breast Cancer Awareness Dinner. A partnership with Dillards, this event honors survivors.	Breast Health Center Coordinator / Corporate Communications	Present - 2016	Increased awareness in the community.
Continue support of Public Service Announcements.	Director, Corporate Communications	Present - 2016	Increased awareness in the community.
Continue monthly Breast Cancer Support Group: Pink Magnolias. Free group for women who have or have had breast cancer. Information on the latest diagnostic and treatment of breast cancer as well as support from the Breast Health Center's clinical staff and fellow breast cancer survivors.	Breast Health Center Coordinator	Present - 2016	Improved access to support.
Continue monthly Breast Self Exam Class; open to the community.	Breast Health Center Coordinator	Present - 2016	Increased opportunities for women to learn how to perform a self exam.
Continue to host at least one annual physician-lead education class on breast cancer. Classes are free and cover a variety of topics; open to the community.	Community Relations Specialist/Breast Health Center Coordinator	Present - 2016	Improved access to educational opportunities about breast cancer.
Continue free monthly Breast Cancer Support Group for Young Women. A support group for women in their 20s-30s; open to the community.	Community Relations Specialist/Breast Health Center Coordinator	Present - 2016	Improved access to support for young women with breast cancer.
Continue free monthly Breast Cancer Support Group.	Breast Health Center Coordinator	Present - 2016	Improved access to support opportunities for community members with cancer.
Continue monthly Breast Cancer Support Group for Spouses. University's Breast Health Center facilitates and sponsors a free support group to assist spouses of breast cancer patients; open to the community.	Breast Health Center Coordinator	Present - 2016	Increased opportunities for support for people with breast cancer and their spouses.
Continue to offer four-week Fresh Start Smoking Cessation Class. Sponsored by the American Cancer Society with University Hospital instructors, this program is offered every month and is designed to help people give up all forms of tobacco.	Cancer Services Coordinator	Present - 2016	Improved access to the tools necessary to stop smoking.
Continue to offer at least three physician-lead classes annually on one or more of the following: Lung Cancer, Cervical Cancer, Skin Cancer, Colon Cancer, Prostate Cancer, Nutrition & Cancer.	Community Relations Specialist/ Cancer Services Coordinator	Present - 2016	Improved access to opportunities for cancer education.

Strategy: Provide access to mammograms through Mobile Mammography Unit - linked with Access to Care for Uninsured

Lead Organizational Entity: Breast Health Center

Action Step	Accountability	Timeline	Desired Outcome
Continue to coordinate with local community events and businesses to arrange for community screening opportunities. The University Breast Health Center Digital Mobile Mammography Unit reaches women unable to come to University's onsite center. With a mobile mammography unit, the center is able to take breast health care to underserved populations; to working women at business and industrial sites; and to community and church groups throughout the area.	Breast Health Center Coordinator	Present - 2016	Increased access to mammograms.

Strategy: Continue health fairs and screenings - linked with Access to Care for Uninsured

Lead Organizational Entities: Cancer Services and Corporate Communications

Action Step	Accountability	Timeline	Desired Outcome
Continue free health fairs that offer screenings to include blood sugar, cholesterol and blood pressure checks; carotid artery ultrasounds which identify early signs of plaque build up; and information on nutrition and weight management. Health fairs are partnerships with community churches, local media and business and industry.	Community Relations Specialist	Present - 2016	Improved exposure to education and/or screenings related to the prevention or treatment of chronic disease.

Strategy: Provide free Lung and Skin Cancer Screenings - linked with Access to Care for Uninsured

Lead Organizational Entities: Cancer Services and Community Relations/Corporate Communications

Action Step	Accountability	Timeline	Desired Outcome
Continue annual Lung Cancer Screening in conjunction with physician-lead community education presentation. Free pulmonary function and Alpha-1 Antitrypsin Deficiency tests are offered, along with smoking cessation information.	Cancer Services Coordinator/Community Relations Specialist	Present - 2016	Increased lung cancer awareness and access to free pulmonary function tests.
Continue annual community Skin Cancer Screening. University Hospital and local dermatologists team up every May to provide free skin cancer screenings to the community, which may help identify cancer at an early stage.	Cancer Services Coordinator/Community Relations Specialist	Present - 2016	Increased skin cancer awareness and access to free skin cancer screening.

Obesity and Nutrition: Reduce the incidence of obesity.

Community Health Need:		Obesity and Nutrition	
Topic Area Overview:		<p>“Good nutrition, physical activity, and a healthy body weight are essential parts of a person's overall health and well-being. Together, these can help decrease a person's risk of developing serious health conditions, such as high blood pressure, high cholesterol, diabetes, heart disease, stroke and cancer. A healthful diet, regular physical activity, and achieving and maintaining a healthy weight also are paramount to managing health conditions so they do not worsen over time.” - HP2020</p>	
Specific Needs Identified in CHNA:		<p>Richmond County has one of the worst Low-Income and Low Access to Grocery Store rankings in the country. It therefore no surprise that the county's adults aged 20 and older are more obese than most compared to other U.S. counties. The obese population of Richmond County is 12.5 percent compared to neighboring Columbia County that has an obese population of 2.2 percent. The high health behaviors ranking for Richmond County also is significant because a majority of preventable deaths and illnesses in the United States are directly caused by human behaviors, including unhealthful diets.</p>	
Goals:		Reduce the incidence of obesity.	
<p>Strategy: Provide outreach/education to impact obesity through "Eating Well with Kim" program and free community education - linked with Chronic Disease Prevalence</p>			
<p>Lead Organizational Entities: Community Relations/Corporate Communications and Bariatric Surgery/Weight Management</p>			
Action Step	Accountability	Timeline	Desired Outcome
Continue to support Eating Well with Kim program. University Health Care System teams up with News 12 to produce the Eating Well with Kim segment three times a week. University Registered Dietitian and certified Diabetes Educator Kim Beavers offers healthy eating ideas along with quick, easy and healthy recipes that are provided to viewers via the University website.	Director, Corporate Communications/ Eating Well with Kim Coordinator	Present - 2016	Increased opportunities for education about weight management and nutrition.
Continue annual "Healthy Diet, Healthy Heart" class. This is a one-time class that focuses on how healthy eating has a positive impact on the heart. A "heart healthy" lunch is served.	Community Relations Specialist	Present - 2016	Build awareness about practical ways to support healthy eating habits.
Continue free monthly "Weight Loss Surgery and You" class. This class provides information how Bariatric Surgery, in conjunction with a healthy lifestyle, can be a successful alternative approach to weight loss.	Bariatric Surgery / Weight Management Services Registered Dietician or Coordinator	Present - 2016	Improved access to information about bariatric options.
<p>Strategy: Provide off-site health fairs and screenings - linked with Chronic Disease Prevalence and Prevention and Screening</p>			
<p>Lead Organizational Entities: Community Relations/Nutrition and Weight Management</p>			
Action Step	Accountability	Timeline	Desired Outcome
Continue free health fairs that offer screenings to include blood sugar, cholesterol and blood pressure checks; carotid artery ultrasounds which identify early signs of plaque build up; and information on nutrition and weight management. Health fairs are partnerships with churches, local media and business and industry.	Community Relations Specialist	Present - 2016	Increase opportunities for education about weight management and a healthy lifestyle.

Access to Care: Increase access to medical services and screenings for uninsured persons.

Community Health Need:	Access to Care
Topic Area Overview:	“A person’s ability to access health services has a profound effect on every aspect of his or her health, yet at the start of the decade, almost 1 in 4 Americans do not have a primary care provider (PCP) or health center where they can receive regular medical services. Approximately 1 in 5 Americans (children and adults under age 65) do not have medical insurance. People without medical insurance are more likely to lack a usual source of medical care, such as a PCP, and are more likely to skip routine medical care due to costs, increasing their risk for serious and disabling health conditions. When they do access health services, they are often burdened with large medical bills and out-of-pocket expenses.” - HP2020
Specific Needs Identified in CHNA:	Nearly 30% of Richmond County residents are without health insurance, and almost 20% live below the poverty level.
Goals:	Increase access to medical services and screenings for uninsured persons.

Strategy: Provide access to mammograms through Mobile Mammography Unit - linked with Prevention and Screening

Lead Organizational Entity: Breast Health Center

Action Step	Accountability	Timeline	Desired Outcome
Continue to coordinate with local community events and businesses to arrange for screening opportunities. The University Breast Health Center Digital Mobile Mammography Unit reaches women unable to come to University’s onsite center. With a mobile mammography unit, the center is able to take breast health care to underserved populations; to working women at business and industrial sites; and to community and church groups throughout the area. The Mobile Mammography Unit is sustained through a hospital foundation partnership.	Breast Health Center Coordinator	Present - 2016	Increase opportunities for residents without insurance to have a mammogram.

Strategy: Provide off-site health fairs and screenings - linked with Chronic Disease Prevalence and Prevention and

Lead Organizational Entities: Community Relations/Corporate Communications

Action Step	Accountability	Timeline	Desired Outcome
Continue free health fairs that offer screenings to include blood sugar; cholesterol and blood pressure checks; carotid artery ultrasounds, which identify early signs of plaque build up; and information on nutrition and weight management. Health fairs are partnerships with churches, local media and business and industry.	Community Relations Specialist	Present - 2016	Improve access to free off-campus screenings for chronic disease prevention.

Strategy: Provide free Lung and Skin Cancer Screenings - linked with Chronic Disease Prevalence and Prevention and

Lead Organizational Entities: Cancer Services and Community Relations/Corporate Communications

Action Step	Accountability	Timeline	Desired Outcome
Annual Lung Cancer Screening in conjunction with physician lead community education event. Free pulmonary function and Alpha-1 Antitrypsin Deficiency tests are offered, along with smoking cessation information.	Cancer Services Coordinator/Community Relations Specialist	Present - 2016	Provide access to free pulmonary function screenings.
Annual Skin Cancer Screening. University Hospital and local dermatologists team up every May to provide free skin cancer screenings to the community, which may help identify cancer at an early stage.	Cancer Services Coordinator/Community Relations Specialist	Present - 2016	Promote opportunities for free skin cancer screenings.

Strategy: Support initiatives that increase accessibility to inpatient and outpatient services			
Lead Organizational Entities: Administration			
Action Step	Accountability	Timeline	Desired Outcome
Continue to provide non-hospital inpatient and outpatient services for indigent patients. This includes Project Access, which University helped develop in 2002 with the Richmond County Medical Society to care for Richmond and Columbia county indigent patients. University continues to be Augusta's largest hospital contributor of funds and services to this organization.	Executive Vice President and COO - University Health Care System	Present - 2016	Improved access to medical care for indigent patients including primary and specialty care.
Continue to support community health care clinics. These include Lamar Medical Center, Belle Terrace Health and Wellness Center, Christ Community Health Services and St. Vincent dePaul. University Hospital was instrumental in developing Lamar Medical Center and Belle Terrace Health and Wellness.	CMO/President- University Hospital	Present - 2016	Improved access to medical care for indigent residents, including primary care; decrease in the number of Emergency Room visits.
Continue to support uncompensated physician services for indigent and charity patients.	CMO	Present - 2016	Improved access to specialty medical care for indigent patients.

Prevention and Screening: Increase community health literacy and awareness through outreach programs with a focus on wellness and healthy behavior initiatives to empower individual personal health.

Community Health Need:		Prevention and Screening	
Topic Area Overview:		"Preventive services such as routine disease screenings and scheduled immunizations are key to reducing death and disability and improving overall health. These services both prevent and detect illnesses and diseases—from flu to cancer—in their earlier, more treatable stages, significantly reducing the risk of illness, disability, early death, and medical care costs. In addition, wellness and education initiatives empower the community to make healthy lifestyle choices by creating environments that nourish all dimensions of personal health. These initiatives aim to keep the community informed of services available, as well as how to access them." - HP2020	
Specific Needs Identified in CHNA:		As a whole, Richmond County residents demonstrate a higher propensity than the national averages to smoke, to drink excessively, to be overweight and to have diabetes. Richmond County also has one of the country's highest premature death rankings. Providing education and outreach to Richmond County residents will help them to make lifestyle choices that lead to longer, healthier lives.	
Goals:		Increase community health literacy and awareness through outreach programs with a focus on wellness and healthy behavior initiatives to empower individual personal health.	
Strategy: Provide access to mammograms through Mobile Mammography Unit - linked Access to Care for Uninsured			
Lead Organizational Entity: Breast Health Center			
Action Step	Accountability	Timeline	Desired Outcome
Continue to coordinate with local community events and businesses to arrange for screening opportunities. The University Breast Health Center Digital Mobile Mammography Unit reaches women unable to come to University's onsite center. With a mobile mammography unit, the center is able to take breast health care to underserved populations; to working women at business and industrial sites, and to community and church groups throughout the area.	Breast Health Center Coordinator	Present - 2016	Increased access to screening mammograms.
Strategy: Provide off-site health fairs and screenings - linked with Chronic Disease Prevalence and Access to Care for Uninsured			
Lead Organizational Entities: Community Relations/Corporate Communications			
Action Step	Accountability	Timeline	Desired Outcome
Continue free health fairs that offer screenings to include blood sugar, cholesterol and blood pressure checks; carotid artery ultrasounds which identify early signs of plaque build up; and information on nutrition and weight management. Health fairs are partnerships with community churches, local media and business and industry.	Community Relations Specialist	Present - 2016	Increased access to free off-site screenings.

Strategy: Provide free Lung and Skin Cancer Screenings - linked with Chronic Disease Prevalence and Access to Care for Uninsured

Lead Organizational Entities: Cancer Services and Community Relations/Corporate Communications

Action Step	Accountability	Timeline	Desired Outcome
Continue annual Lung Cancer Screening in conjunction with physician-lead community education presentation. This is a one-time event. Free pulmonary function and Alpha-1 Antitrypsin Deficiency tests are offered, along with smoking cessation information.	Cancer Services Coordinator / Community Relations Specialist	Present - 2016	Increased lung cancer awareness and access to free pulmonary function tests.
Continue annual Skin Cancer Screening. University Hospital and local dermatologists team up every May to provide free skin cancer screenings to the community, which may help identify cancer at an early stage.	Cancer Services Coordinator/Community Relations Specialist	Present - 2016	Increased skin cancer awareness and access to free skin cancer screenings.

Strategy: Provide free Heart Attack and Stroke Prevention classes

Lead Organizational Entities: Cancer Services and Community Relations/Corporate Communications

Action Step	Accountability	Timeline	Desired Outcome
Continue free Heart Attack and Stroke Prevention classes held four times per month. This class explains some of the causes of vascular disease as well as early warning signs. Information is provided about how changes can be made immediately to prevent heart attack and stroke.	Heart Attack and Stroke Prevention Coordinator	Present - 2016	Improved access to education about vascular disease and prevention.

Strategy: Continue to provide outreach/education to encourage healthy lifestyle choices through "Eating Well with Kim" program - linked with Chronic Disease Prevalence and Obesity/Nutrition

Lead Organizational Entity: Community Relations/Corporate Communications

Action Step	Accountability	Timeline	Desired Outcome
Continue to support Eating well With Kim program. University Health Care System teams up with News 12 to produce the Eating Well with Kim segment three times a week. University Registered Dietitian and certified Diabetes Educator Kim Beavers offers healthy eating ideas along with quick, easy and healthy recipes that are provided to viewers via University's website.	Director, Corporate Communications	Present - 2016	Improved access to education about healthy cooking and nutrition.

Plan to Evaluate

In accordance with section 6033(b)(15)(A) of the IRS proposed regulations, University Hospital will provide annually on the form 990 a description of the actions taken during the taxable year to address the significant health issues identified through its most recent CHNA. If no actions were taken with respect to one or more of these needs, the reason or reasons why no actions were taken will be given.

Needs Not Addressed

Certain needs identified as priorities in the CHNA process have not been addressed in this plan. In initial discussion and subsequent prioritization, the Community Needs Assessment Team considered the levels to which some needs were already being addressed in the service area. Additionally, some community needs fall out of the scope of expertise and resources of the hospital. The priorities not addressed in this implementation strategy are listed below, along with a reason for omission.

Sexual Health and Teen Pregnancy: Due to resource constraints along with the presence of other local organizations championing this area of need, University Hospital will not address sexual health as a priority at this time. UH will support the public health department and other local agencies as they use available resources and programs to address these needs.

Transportation: Through prioritization, the team found a lack of effective interventions to address this need. However, University Hospital will continue to use available resources to offer the Mobile Mammography unit when possible. These strategies can be found under other priority areas in this report.

Board Approval

This Implementation Strategy Report for fiscal YE Dec. 31, 2013, was approved by the University Hospital Board of Directors at its meeting held Dec. 19, 2013.