



Surry, Wilkes, and Yadkin Counties  
North Carolina  
August 7, 2013



## Implementation Strategy

HCMH will engage key community partners in implementing evidence-based strategies across the service area.

Acknowledging the many organizations and resources in place to address the health needs of our communities, HCMH has strategically reviewed both internal and external resources. This portion of the CHNA, the Implementation Strategy, will explain how HCMH 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 HCMH will support other organizations in doing so.

As afore mentioned in the CHNA report, the following are the needs the HCMH has chosen to address. It will also outline why we chose to address this need, how we will address the need, who the responsible party will be, and any goals that will be set forth from the beginning, as well as time frame for achieving those goals.

- **Cancer Incidence and Deaths-** Yadkin County was found to have higher Breast Cancer death. In addition, the community input reemphasized the importance of preventative screenings such as mammograms and colonoscopies.
- **Economy/Lack of Jobs-** Surry, Wilkes, and Yadkin Counties are rural and depend on a handful of manufacturing, farming, and healthcare jobs to employ the lion share of the population. However, when one of these resources lays off employees or closes its doors, it affects the entire community's economy. If people lose their jobs, they will lose their health insurance, which will negatively affect the hospital and the community as a whole.
- **Access to care** - This is a broad need with many areas of focus. In 2009, the HCMH service area had approximately 20% of its under 65 population uninsured, respectively. And, in all three counties, the number of uninsured males was higher than the number of uninsured females. There was also an issue of Yadkin and Wilkes County residents having access to primary care providers and many types of specialty providers.
- **Appropriate Use of ER/Grace Clinic** – The lack of insurance has a “snowball effect” in that the ER becomes a safety net for the community. Patients with chronic conditions fail to get the care they need and present at the ER or the Grace Clinic with a multitude of needs, resulting in a complex and expensive patient encounter. The issue of the ER as a safety net and abuse of the Grace Clinic was brought up numerous times in our interviews. These specific areas are addressed in the strategy attached.

- **Tobacco Use** – North Carolina is a large producer of tobacco and as such, many counties in North Carolina are large consumers of this addictive substance. Surry County is no exception with nearly 30% of adults smoking. This, along with Yadkin and Wilkes County's 21% of adults smoking, is significantly higher than the Healthy People 2020 target and, thus, has been targeted by leadership at Hugh Chatham Memorial Hospital as a strategy to implement.
- **Drug Use** – Community input reemphasized numerous times the pressing issue of drug use in the HCMH service area. In fact, the unintentional injury death rate is significantly higher than the North Carolina rate and the Healthy People 2020 target. Based on our research, the high unintentional injury death rate is due to drug use. Shockingly, Wilkes County has the second highest unintentional injury death rate in the US, due to prescription drug abuse and overdoses.

<b>Community Health Need:</b>	<b>Breast Cancer Incidence &amp; Deaths</b>		
<b>Specific Needs Identified in the CHNA:</b>	Yadkin and Surry Counties have a high breast cancer death rate		
<b>Healthy People 2020 Target 20.6 breast cancer deaths per 100,000 pop</b>	Surry County = 26.4 breast cancer deaths/100,000 pop Yadkin County = 27.6 breast cancer deaths/100,000 pop		
<b>Goals:</b>	To reduce the number of breast cancer deaths in Yadkin and Surry Counties		
<b>Strategy: Increase the awareness of Breast Cancer screening and treatment options in Surry/Yadkin Counties</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
Breast cancer awareness month activities – literature, palpation education, prizes	Missy Church/Mammography Staff	Annually in October	Increase breast cancer prevention and awareness
HCMH participation in Relay for Life	HCMH and staff	Annually in May	Raise funds for the American Cancer Society
Develop a media campaign that markets mammography and bone density exams to community, including flyers at health fairs and newspaper articles. Check Up For Chicks Event	Missy Church/Jamie Utt/Lori Gwyn	Spring 2013	Increase breast cancer and osteoporosis prevention and awareness
Facebook “Pinky Swear” pledge	Missy Church/Jamie Utt	Ongoing	50 Facebook followers
Outreach to local industries and churches for breast cancer prevention (i.e.: speakers, flyers, meeting places)	Missy Church/Jamie Utt	Ongoing	Increase breast cancer prevention and awareness
<b>Strategy: Evaluate service offering for Breast Cancer treatment in Surry/Yadkin Counties</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
Continue mastectomy patient support and crocheted hat/shawls	Auxiliary	Ongoing	All patients that need service receives it
Continue to support Hospice Grief Camp for children dealing with the loss of a loved one from cancer	Hospice/Kristy Byrd	Annually in July	To assist children in grades K-8 in expressing their losses in acceptable ways through age

			appropriate activities.
Lymphedema massage services will be offered weekly, M, W, and F at the Elkin Tri- County Orthopedics Office.	Suzette East/Melody Combs	Offered weekly, M, W, and F, at Tri-County Orthopedics, Elkin location.	Refer patients that have treatments at HCMH convenient access to this service.
<b>Strategy: Provide additional Breast Cancer screening options</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
Direct patients that qualify for charity care to the Health Department to obtain financial assistance (grant funds) for screening mammograms.	Anna Robinson/Kenya Wagoner	Ongoing	To assist the underserved obtain screening mammograms.

<b>Community Health Need:</b>	<b>Economy/Lack of Jobs</b>		
<b>Specific Needs Identified in the CHNA:</b>	Weak median household income Lack of jobs with benefits		
<b>Goals:</b>	To be a community leader in providing jobs and advocating for a strong economy.		
<b>Strategy: Promote increased hiring in Surry and Yadkin Counties</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
HCMH over hiring new graduate nursing students	Don Trippel		Hire 5 graduate nurses in July 2014
HCMH provides pre-employment physicals for local companies	Don Trippel	Ongoing	Have contracts with 3 employers by September 2014
<b>Strategy: Promote increased development of economic resources in Yadkin and Surry Counties</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
Continued participations as Ambassador of Economic and Development Partnership	Don Trippel	Continued	Continued participation for HCMH
Continued participation as a Board member for Chamber of Commerce	Don Trippel	Continued	Continued to support for the Chamber in their mission to create jobs and bring new employers to the area.

<b>Community Health Need:</b>	<b>Access to Care/Appropriate Use of ER and Grace Clinic</b>		
<b>Specific Needs Identified in the CHNA:</b>	High % of population with no health insurance Lack of primary and specialty care providers in Yadkin & Wilkes County		
<b>Goals:</b>	1. Decrease the number of patients with numerous chronic conditions presenting at ER/Grace Clinic, thereby treating the clinic as a “safety net.” 2. Continue to consistently deliver exceptional health care by demonstrating the values of service, teamwork, accountability, respect and safe care – HCMH’s Mission Statement		
<b>Strategy: Promote cooperation and collaboration between HCMH and Grace Clinic</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
HCMH employees on the Board of Grace Clinic	Don Trippel	On-going	HCMH to provide leadership support to Grace Clinic
HCMH participate in Grace Clinic’s strategic plan	Don Trippel		Coordinate better post ER care between HCMH and Grace Clinic
Continue to provide free supplies and ancillaries to the Grace Clinic	Don Trippel	On-going	At least \$10,000 per month in support from HCMH
HCMH provides credentialing support to Grace Clinic providers	Don Trippel	On-going	Credential all Grace clinic providers
<b>Strategy: Evaluate hospital’s position in current health care/uninsured environment.</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
HCMH to coordinate Medical staff’s response to the uninsured dilemma – no Medicaid expansion in NC	Don Trippel	2013	Receive at least 1 grant to fund uninsured patients
HCMH to participate in Appalachian Regional Commission	Don Trippel		Create community response to uninsured dilemma

<b>Strategy: Evaluate hospital's plan in increasing community's access to care</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
HCMH primary care recruitment efforts to recruit more physicians, mid-levels, healthcare coaches, and nurse navigators	Don Trippel	2013-2014	HCMH will continue to recruit primary care physicians and mid-levels with a goal of 2 physicians and 2 extenders by the end of 2014.
Transition of care with Forsyth	Don Trippel		Apply for grant to provide care

<b>Community Health Need:</b>	<b>Tobacco Use</b>		
<b>Specific Needs Identified in the CHNA:</b>	Yadkin, Surry, and Wilkes Counties have a high % of adults smoking		
<b>Healthy People 2020 Target 12% of adults smoking</b>	Surry County = 29.1% of adults smoking Yadkin & Wilkes County = 21% of adults smoking NC = 21.2% of adults smoking		
<b>Goals:</b>	Reduce the percentage of adults smoking		
<b>Strategy: Promote a tobacco free lifestyle for the community</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
HCMH is a tobacco free campus	HCMH	On-going	HCMH is 100% smoke free
HCMH will provide smoking cessation education for companies that are promoting a smoke free campus or instituting a policy that they will not hire any smokers	Donna Swift/Don Trippel/Lori Gwyn	Classes offered every quarter	Become a community partner to help provider smoke free campuses
Continued participation as a NC Preventative Partners	Donna Swift/Don Trippel	On going	Continue preventive collaborative
HCMH to provide incentive to non-smoking employees of additional \$300 toward HRA account (must test negative for nicotine when screening performed at Wellness Fair or Health Fair	Donna Swift/Don Trippel	On-going	\$300 in 100% of employee's HRA accounts
HCMH employees who use tobacco products incentive of additional \$300 toward HRA account if they complete a 6 week program online <a href="http://www.mycigna.com">www.mycigna.com</a> . (must test negative for nicotine when screening performed at Wellness Fair or Health Fair	Donna Swift/Don Trippel	On-going	\$300 in 100% of employee's HRA accounts
Educate patients from the community when they are admitted about the tobacco free campus, resources available to them while hospitalized and after discharge such as "Quitting Helps You Heal Faster" in English and Spanish and "Patient Guide to Surgery". Newspaper ads and radio ads, cards for staff to hand out if we see visitors smoking on campus, pocket cards with key words to help staff with those conversations.	Donna Swift/Don Trippel	On-going	Provide increase community awareness

Provide community adequate signage at all entrances promoting tobacco free facility to promote "Keeping our Community Safe and Healthy"	Donna Swift/Don Trippel/Lori Gwyn	On-going	Provide visual reminders for community entering facility
Add a wellness section to HCMH website with multiple links to sites with educational information regarding tobacco cessation, tips on how to quit, benefits of no tobacco use, etc.	Donna Swift/Don Trippel/Lori Gwyn	On-going	Community provision of educational material via website
Hospital TV Channel implemented with several videos to educate patients, family members, and visitors on wellness related to the benefits of stopping tobacco use.	Donna Swift/Don Trippel	On-going	Provide educational sessions while hospitalized.
Telecom message in parking deck of hospital to inform of tobacco free facility, benefits of stop use.	Donna Swift/Don Trippel/Lori Gwyn	On-going	Provide audible reminders for community entering facility
Provide brochures related to benefits of being tobacco free, stop smoking, etc. to various functions off campus in community such as golf tournaments, wine festival, and pumpkin festival.	Donna Swift/Don Trippel/Lori Gwyn	On-going	Provide community education

<b>Community Health Need:</b>	<b>Drug Use</b>		
<b>Specific Needs Identified in the CHNA:</b>	Unintentional injury deaths are significantly higher than the NC and HP 2020 target benchmarks		
<b>Healthy People 2020 Target 36.0 unintentional injury deaths/100,000 pop</b>	Surry County = 63.7 unintentional injury deaths/100,000 pop Yadkin County = 61.4 unintentional injury deaths/100,000 pop Wilkes County = 81.4 unintentional injury deaths/100,000 pop NC = 47.3 unintentional injury deaths/100,000 pop		
<b>Goals:</b>	1. Reduce the number of unintentional injury deaths due to prescription and illegal drug abuse 2. Reduce the number of prescriptions given to chronic drug seeking patients		
<b>Strategy: Promote prescription pain medicine policy/DEA log in ER</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
ER docs now routinely check DEA register for patients to make sure they are not getting too many pain meds	Donna Swift/Don Trippel	On-going	No patient will be prescribed pain meds if they already have pain med prescription
Partner with law enforcement and schools to provide drug education	Donna Swift/Don Trippel		
<b>Strategy: Increase the awareness of chronic pain and drug seeking patients as “frequent flyers” in the ER</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
Refer patients for drug interventions, if necessary	Donna Swift/Don Trippel		100% drug seeking patients will be referred to drug intervention
Care plan for ED “frequent flyers” return visits	Donna Swift/Don Trippel	On going	Reduce the number of frequent flyers by 50%
Submit a plan to AHEC that includes pain management with approval pending to provide physician education for narcotic use in chronic pain vs. acute pain	Charlotte Lawson/Donna Swift/Don Trippel	Classes w/CME credits	ER physicians to attend classes on narcotic use
Post signage in ED and handouts to patients regarding the hospitals policy on narcotics	Donna Swift/Don Trippel	Ongoing	Patients and visitors to be more aware of policy
Provide educational information and resources at HCMH Health Fairs as well as	Donna Swift/Don Trippel		Capture opportunities

outside companies			to teach, and provide helpful resources.
Add education to hospital “wellness” website with resources	Donna Swift/Don Trippel		Public access to education and resources.
Revise inpatient policy to include non-pharmacologic divisional activities recommended by JCAHO and ISMP. Nurses talk with patients who are admitted with narcotic usage about what is an acceptable pain level, and that all pain may not be relieved, only safe dosages and frequency will be provided according to physician order.	Donna Swift/Don Trippel	On going	Public more aware of facility effort in reducing narcotic (providers consistently delivering same message) usage.

## Needs Not Addressed

Several needs outlined 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 following chart outlines why some of the needs identified in the needs assessment aren't addressed:

COMMUNITY NEED	REASON NOT ADDRESSED
Transportation	<p><b>There is already public Medicaid transportation in the counties under WVEDDI. In addition, the hospital does not have the resources to provide transportation to all patients needing non-emergent transportation to the hospital. In addition, Elkin has implemented a community circular shuttle in the last six months to alleviate the need for non-emergent medical transportation.</b></p> <p><b>Local Champion: WVEDDI, Elkin County Circular Shuttle</b></p>
Teen Pregnancy	<p><b>There are other county resources offering teen pregnancy prevention efforts and the hospital identified this need as a low priority.</b></p> <p><b>Local Champion : United Fund, schools, families</b></p>
Motor Vehicle Deaths	<p><b>There is little the hospital can do to reduce the number of MVDs and does not feel competent in attempting to address this need.</b></p> <p><b>Local Champion : Highway Patrol</b></p>
Oral Health Resources	<p><b>The hospital does not have the resources or the necessary expertise to provide dental care to the citizens of Surry and Yadkin Counties.</b></p> <p><b>Local Champion : Dental professionals</b></p>

<p>Mental Health Resources</p>	<p><b>Providing proper mental health resources is a very expensive proposition with very little reimbursement. HCMH does not have the resources at this time to provide adequate mental health care to all the citizens of their service area.</b></p> <p><b>Local Champion: Currently there are no mental health resources in HCMH’s service area. Any patient needing mental health services must go to Winston-Salem or wait in the ER at HCMH until an IP bed opens up on a psych ward at another facility.</b></p>
<p>High School Graduation Rate</p>	<p><b>Although HCMH genuinely cares about the graduation rate of the people of the HCMC service area, there is little the hospital can do to impact this issue.</b></p> <p><b>Local Champion : School Board, teachers, parents</b></p>

## Approval

As stated in IRS notice 2011-52 section 3.09 *"Treasury and the IRS intend to consider an implementation strategy as being adopted on the date the implementation strategy is approved by an authorized governing body of the hospital organization"*

Hugh Chatham's Board of Directors includes representatives of Yadkin and Surry Counties and their surrounding communities. The Board of Directors approves the Implementation Strategy for addressing priorities identified in the most recent Community Health Needs Assessment. This report was prepared for the Hugh Chatham Memorial Hospital Board of Directors meeting.

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Date \_\_\_\_\_