

FirstHealth Moore Regional Hospital-Hoke

2025-2028 Implementation Plan

Organization Overview

FirstHealth of the Carolinas (FirstHealth) is a private, non-profit [501(c)(3)], comprehensive health care delivery system serving a predominantly rural, fifteen county region in the mid-Carolinas. The system has a five-county primary service area in which four of its hospital campuses are located including the main campus at FirstHealth Moore Regional Hospital, FirstHealth Moore Regional Hospital – Richmond Campus, FirstHealth Moore Regional – Hoke Campus and FirstHealth Montgomery Memorial Hospital (a critical access hospital) with a total of 546 licensed beds, 26 FirstHealth Family Care Centers, eight health and fitness centers and three dental clinics for underserved children.

Mission and Commitment to the Health of the Community

The health system is guided by its core purpose, “To care for people.” Demonstrated through a deep commitment to providing safe, high-quality, whole-person care to patients residing in the Sandhills region of North Carolina as well as South Carolina. As a community-based health network, FirstHealth employs strategies which support the core purpose. These strategies are made up of initiatives to increase patient safety and satisfaction, financial performance, alignment and growth, and Human Resources. The health system remains committed to creating a culture where all are welcome by launching the *FirstHealth for all initiative* with a focus on providing culturally competent care and creating an atmosphere of belonging for all staff, patients, and visitors.

FirstHealth of the Carolinas also demonstrates a commitment to the community through Community Benefit which is measured and tracked through the organization’s Community Health department. Over the past several years, the organization has exceeded Community Benefit Targets around community engagement through the provision of free health screenings for blood sugar and blood pressure as well as through community service hours logged by staff across the service region. This community-based approach also involves participating in partnerships and collaboration with other community serving agencies to meet the health and social care needs of community members.

Additionally, the health system has taken action to address the forecasted nationwide health professional shortage. Rural communities, such as those served by the health system, will be greatly affected. FirstHealth has engaged in partnerships with surrounding school systems and community colleges to create a pipeline of skilled individuals to ensure that the hospital is adequately staffed, further securing access to safe and high-quality care for years to come. Through the FirstFutures Program, students receive sponsorships to assist with the cost of their education or may participate in the apprenticeship program. Upon completion of their education they agree to work for the health system for two years.

Region Served

FirstHealth Montgomery Memorial Hospital is a critical access hospital located in Troy, North Carolina. The hospital has served the healthcare needs of the more than 26,000 residents of Montgomery County and the surrounding area since 1950. FirstHealth Montgomery Memorial provides emergency care services, acute care for both medical and surgical patients, outpatient surgical services, imaging, and other diagnostic services.



Conducting the Community Health Needs Assessment Process

Data Collection

August 2024

The Community Health Services team began the process of planning for the Community Health Needs Assessment which involved coordinating efforts across the four counties which serve as locations for the FirstHealth hospital campuses. Conversations were held with the health system's partnering health departments in Montgomery, Moore, and Richmond counties, as each of these counties were also planning to their individual Community Health Assessments. The health system and the health departments agreed to decrease the burden to the respective communities by

working together. The health departments agreed to publish community surveys while the health system agreed to facilitate focus groups across each of the counties. The health departments shared their survey data with the health system, while the health system shared the feedback received during the focus groups with the health departments. For Hoke County, the health department had already completed their CHA but agreed to support the efforts of the health system by hosting a focus group with members of their Public Health Advisory Board and providing input following the completion of data analysis.

September-December 2024

During this time, FirstHealth developed the protocol, facilitation guide, and participant demographic data collection tool for the focus groups. The CHNA team applied for and received an exemption from the FirstHealth Institutional Review Board (IRB) making this process exempt from requiring IRB approval to proceed. The team also worked with the health system's Strategic Marketing department to develop marketing materials (Figure 1) that could be shared digitally across social media platforms as well as through email and text messaging.

Figure 1. Social media marketing images for focus groups.



January – March 2025

Focus groups were held across the county (Table 1) to gather feedback from community members and stakeholders regarding their perception around their health and the health of their community. Participants were asked to share feedback around ways they felt that their community supported them in reaching their optimal health status and what other resources they felt were needed.

April – June 2025

All focus groups concluded, and the data collected was analyzed and themes were identified. The data compiled during the analysis period was shared with partners as well as FirstHealth of the Carolinas' Administration.

Table 1. Focus groups held during data collection.

Hoke County Focus Groups:
• Hoke County Public Health Advisory Council Focus Group
• Hoke County Community Member Focus Group
• Hoke County First Responder Focus Group

Themes Identified During CHNA Focus Group Data Analysis

The three focus groups were held across the county as outlined produced valuable feedback from 10 community members, providing insight into the perceived health and needs of the community. Focus group participants represented a variety of sectors such as the community-at-large, education, business, healthcare, social services, public health, and first responders. These focus groups allowed the health system to hear the stories behind the data collected in the health department surveys. The key focus group insights are outlined below.

- Top 3 concerns facing the community:
 - Increased Awareness of and Access to Community Resources
 - Access to Affordable Housing
 - Access to Care

- Vision for a healthy community:
 - Access to affordable, healthy foods
 - Parks and Recreation – Access to green spaces and opportunities for physical activity
 - Access to health services that is equitable (mental health, doctors, and medications)

- Common Themes:
 - Interest in more parks and recreation
 - Access to affordable housing in the county
 - More access to health care and specialists in the county
 - Need for increased community awareness of available resources and ways to find help getting connected to them
 - More programming for children

Supplemental Hoke County Population Data

Secondary Data Trends

The primary data collected through the focus groups held with community members from across the county, were compared against secondary data compiled from the North Carolina Data Portal. Commonly, focus group participants voiced concerns surrounding access to affordable, healthy foods. Participants mentioned that they would like to see more offerings of Farmer's Markets spread across the county. With 15.7% of the Hoke County population reporting inadequate food access and nearly 21% of the population receiving Supplemental Nutrition Assistance Program Benefits this need is further demonstrated. Participants also mentioned the need for access to more green spaces and access to parks and recreation. While there are several parks within the county, nearly 61% of residents are often required to travel more than three miles to reach one of them.

Some of the most commonly occurring chronic conditions in the county are diabetes, depression, and obesity. It is reported that nearly, 10% of adults over the age of 20 report ever being told that they had diabetes. When analyzing trends in the data it has been observed that since the widespread implementation of the National Diabetes Prevention Program, screening for diabetes has increased which is believed to have inflated these numbers. Almost 32% of adults over 20 who reside in Hoke County report having a Body Mass Index of greater than 30 (obese). These chronic conditions serve as risk factors for other health conditions which could lead to negative health outcomes.

Overwhelmingly, access to care continues to be an area of needed growth for Hoke County. With regard to mental health providers, the county falls short of both the state and national averages. Average number of poor mental health days each month is higher than the state and national averages at 5.3 days per month compared to 5.0 day for the state and 5.2 days per month for the national average. The county also has a need for more substance use providers as well as substance use continues to be a concern for communities nationally.

FirstHealth About Me Social Care Data

In further support of the findings of the focus group data, the health system analyzed data collected surrounding patient social care needs during the past year. There were 169 referrals to the FirstHealth Center for Health and Social Care also referred to as the CARE Suite. There were 81 activities completed by the Health and Social Care Specialists. Among the most frequent concerns addressed were transportation, coordination of care – referrals to special care partner services (social services, aging services, etc.), and housing.

Implementation Planning

The FirstHealth Community Health Needs Assessment data was reviewed with the FirstHealth Board of Directors as well as with key FirstHealth leaders. Additionally, FirstHealth shared the community health needs assessment data with community focused collaborative groups referred to as the First-In-Health Task Forces, which includes representation from public health, school systems, school nursing, school-based health centers, town and county government, social services, food banks, housing authorities, community colleges, community members at-large, and other key stakeholders. These groups actively engaged in an open feedback process to identify priority health areas for focusing population health program initiatives and leveraging needed resources to pilot innovative solutions to improving community health. FirstHealth is dedicated to working together with these collaborators to ensure a coordinated approach to addressing the needs of the community.

Health Priorities to Be Addressed

Social Determinants of Health			
Goal: To increase access to and awareness of community resources.			
Intervention	Strategy	Lead Department(s)	Partners Involved
FirstHealth Center for Health and Social Care (CARE Suite)	<ul style="list-style-type: none"> Continue to establish a variety of partnerships across the county to meet Social Care Needs Seek to leverage additional funding from diverse sources to aid in the provision of sustained resources Increase community awareness of services provided through the 	<ul style="list-style-type: none"> FirstHealth Community Health Services Foundation of FirstHealth 	<ul style="list-style-type: none"> Department of Social Services Health Department Community organizations

	<p>CARE Suite and associated partners</p> <ul style="list-style-type: none"> • Provide community members with assistance enrolling in services, as needed 		
<p>About Me Social Determinants of Health Screening tool</p>	<ul style="list-style-type: none"> • Continue to screen patients across care settings to identify individuals with urgent social care needs • Utilize data collected through the About Me tool to inform the work of the CARE Suite staff 	<ul style="list-style-type: none"> • FirstHealth Physician Group • FirstHealth Moore Regional Hospital -Hoke • FirstHealth Community Health Services 	

*Need for affordable housing not directly addressed- While the health system does not directly provide housing services, the FirstHealth Center for Health and Social Care has partnerships with a variety of agencies across the county to include local civic organizations, builders, and social services. Many of these agencies may be equipped to meet the needs of those needing housing assistance.

Access to Care

Goal: Improve access to services that support physical and mental health and well-being.

<i>Intervention</i>	<i>Strategy</i>	<i>Lead Department(s)</i>	<i>Partners Involved</i>
FirstHealth Center for Health and Social Care	<ul style="list-style-type: none">• Provide care navigation and coordination services to connect patients to appropriate services	<ul style="list-style-type: none">• FirstHealth Community Health Services	
FirstHealth Medication Assistance Program	<ul style="list-style-type: none">• Assist Hoke County residents with completing documentation and processes to access medications at low to no cost	<ul style="list-style-type: none">• FirstHealth Community Health Services	<ul style="list-style-type: none">• Hoke County Health Department
FirstHealth Behavioral Health Collaborative Care Management Program	<ul style="list-style-type: none">• Continue to offer support to individuals referred to the program in collaboration with their Primary Care Provider.• Continue to provide support to referred individuals surrounding adherence to prescribed treatment plans, management of medications, or referral to elevated level of care.	<ul style="list-style-type: none">• FirstHealth Physician Group• FirstHealth Chronic Care Management	<ul style="list-style-type: none">• North Carolina Department of the Health and Human Services• Array Behavioral Care

<p>FirstHealth Community Health - Zentangle®</p>	<ul style="list-style-type: none"> • Continue engaging local entities and raising awareness of the mental health benefits of the Zentangle® Program which demonstrates mindfulness through art • Broaden the reach of the program across the county through community outreach 	<ul style="list-style-type: none"> • FirstHealth Community Health Services 	
<p>Collaborations with Local Behavioral Health Providers</p>	<ul style="list-style-type: none"> • Referrals provided to local agencies based on the needs of individual patients 	<ul style="list-style-type: none"> • FirstHealth Behavioral Health Services 	<ul style="list-style-type: none"> • Local Behavioral Health Providers • Trillium