

FirstHealth Moore Regional Hospital

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

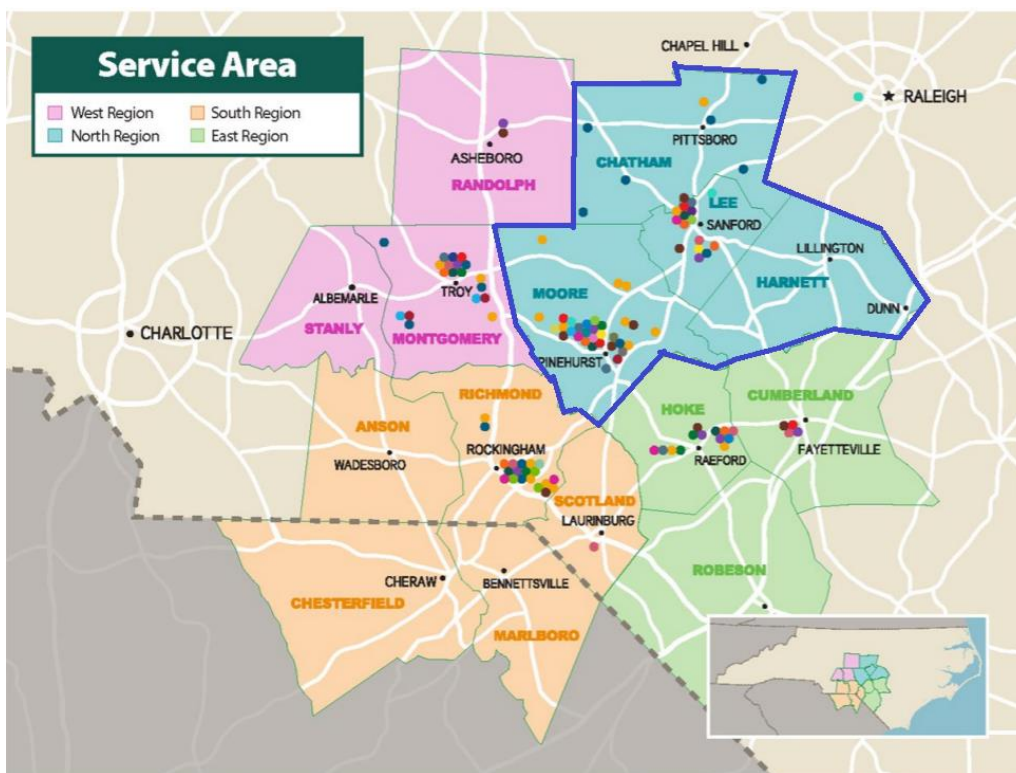
The health system is guided by its core purpose, “To care for people.” Demonstrated through a deep commitment to providing safe, high-quality, whole-person care to patients residing in the Sandhills region of North Carolina as well as South Carolina. As a community-based health network, FirstHealth employs 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 Moore Regional Hospital is a 402-bed, acute care, not-for-profit hospital that serves as the referral center for a 15-county region in the Carolinas. Located in Pinehurst, NC, it is the flagship hospital for FirstHealth of the Carolinas. FirstHealth Moore Regional Hospital is the largest FirstHealth facility and often accepts transfers for specialty and critical care needs from the other hospitals. This facility includes an emergency department, intensive care units, maternity services, medical units, and surgical services. Additionally, the FirstHealth Reid Heart Center and the recently constructed FirstHealth Outpatient Cancer Center are located on the campus.



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 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.

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.

Moore County Focus Groups:
• Moore County Health Department
• MooreHealth Board Meeting
• Chronic Kidney Disease Support group
• Moore County Detention Center - First Responder Focused

Themes Identified During CHNA Focus Group Data Analysis

The four focus groups held across the county produced valuable feedback from twenty-two 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 three concerns facing the community:
 - Mental Health
 - Homelessness/Affordable Housing
 - Substance Use

- Vision for a healthy community:
 - Availability and Accessibility of Community Resources
 - Opportunities for Recreation – Access to Green Spaces and Activities
 - Equitable Access to Health Services

- Common Themes:
 - Interest is having more access to parks and recreational activities
 - Need for more affordable housing in the county
 - Mental Health and Substance Use Resource More Readily Accessible
 - Need for More Resources for the Aging Population
 - Need for Increased Awareness of Community Resources and How to Access Them

Supplemental Survey Data

Health Department Survey Data

Survey results shared with the health system from Moore County Health Department, a key partner in ensuring the health of the county, provided further insight into the health behaviors that community members report engaging in. Over 25% of those who responded, reported

eating at least 3 servings of fruits and vegetables each day. Nearly 86% of respondents reported drinking two or fewer sugar sweetened beverages a day. When considering physical activity behaviors, more than 80% of respondents reported that they engage in some type of physical activity. Respondents commonly reported being physically active at home, at outdoor parks or trails, in their neighborhoods, or at a public gym or recreation center.

Regarding physical health, 75% of respondents state that they would consider their health to be excellent, very good, or good. The most commonly reported health conditions reported by the groups were anxiety/depression, vision problems, high blood pressure, and arthritis. 15% of those who completed the survey reported that they had not had a routine check-up in the past year while nearly 20% reported that they had not seen a dentist in the past year. The most common reasons chosen for not completing these visits were not having a primary care provider, visits were not covered by health insurance, or cost of service. Similarly, 35% of respondents reported that they did not receive mental health counseling when they needed it due to lack of time/ too busy, cost/ lack of insurance, or not know where to go for care.

FirstHealth About Me Social Care Data

In further support of the findings of the focus groups and the health department Community Health Assessment survey data, the health system analyzed data collected surrounding patient social care needs during the past year. There were 331 referrals to the FirstHealth Center for Health and Social Care, also referred to as the CARE Suite. There were 269 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.), finances, and housing.

Implementation Planning

FirstHealth reviewed the CHNA data with the FirstHealth Board of Directors as well as with key FirstHealth leaders. FirstHealth used the CHNA results to inform future growth and service opportunity strategies that are reflected in the implementation plan. 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 bank, housing authority, community colleges, individuals 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. To ensure a coordinated approach to addressing the needs of the community, FirstHealth of the Carolinas and the Moore County Health Department have worked to closely align priorities.

Health Priorities to Be Addressed

Access to Behavioral/Health Services			
Goal: Improve access to services that support mental health and wellness			
Intervention	Strategy	Lead Department(s)	Partners Involved
FirstHealth Behavioral Health Services	<ul style="list-style-type: none"> • Continue offering multi-faceted inpatient and outpatient behavioral health services tailored to individual patient needs. • Continue offering child and adolescent behavioral health services 	<ul style="list-style-type: none"> • FirstHealth Behavioral Health Services 	<ul style="list-style-type: none"> • Horizon Health
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 • Journey Counseling • Array Behavioral Care
FirstHealth Community Health - Zentangle®	<ul style="list-style-type: none"> • Continue engaging local entities and raising awareness of the mental health benefits of the Zentangle® Program which demonstrates 	<ul style="list-style-type: none"> • FirstHealth Community Health Services 	

	<p>mindful through art</p> <ul style="list-style-type: none"> • Broaden the reach of the program across the county through community outreach 		
<p>Collaborations with other 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"> • Daymark Recovery Services • Private Behavioral Health Providers • Trillium

Substance Use

Goal: Increase access to and awareness of substance use resources, while reducing the stigma associated with Substance Use Disorder.

<i>Program/Intervention</i>	<i>Strategy</i>	<i>Lead Department(s)</i>	<i>Partners Involved</i>
FirstHealth Peer Support Program	<ul style="list-style-type: none">• Increase community awareness of and access to resources offered by the FH Peer Support Program through participation in events across the county• Continue engaging in partnerships with other organizations in the community who offer resources for individuals with substance use disorder• Provide education around stigma reduction	<ul style="list-style-type: none">• FirstHealth Community Health Services	<ul style="list-style-type: none">• Moore County Government• The Resource Center• Samaritan Colony
FirstHealth ED Peer Support Program	<ul style="list-style-type: none">• Strengthen the Emergency Department based peer support program• Continue to provide timely follow up for patients seen in the ED for overdose or referred for substance use disorder to	<ul style="list-style-type: none">• FirstHealth Community Health Services	<ul style="list-style-type: none">• Independent Emergency Room Physician Trust

	<p>connect them to treatment and recovery support services</p> <ul style="list-style-type: none"> • Provide continuous education to ED staff and providers on resources available through ED peer support program to increase engagement 		
Sandhills Opioid Response Consortium	<ul style="list-style-type: none"> • Continue to lead the consortium and engage partners from across the region to form a collaborative and coordinated response to the need for substance use resources 	<ul style="list-style-type: none"> • FirstHealth Community Health Services 	<ul style="list-style-type: none"> • Trillium • EMS and Law Enforcement • Social Services • Vocational Rehab • Team Workz • Samaritan Colony
FirstHealth Behavioral Health Services	<ul style="list-style-type: none"> • Continue to provide Inpatient and outpatient services for individuals with substance use disorder 	<ul style="list-style-type: none"> • FirstHealth Behavioral Health Services 	

Social Determinants of Health

Goal: Identify and address social needs to improve health outcomes.

<i>Intervention</i>	<i>Strategy</i>	<i>Lead Department(s)</i>	<i>Partners Involved</i>
FirstHealth Center for Health and Social Care (CARE Suite)	<ul style="list-style-type: none">• Expand the reach of the CARE Suite as the FirstHealth service region grows• Continue to establish a variety of partnerships across the communities served to meet Social Care Needs• Leverage additional funding from diverse sources to ensure sustainability of services offered	<ul style="list-style-type: none">• FirstHealth Community Health Services• Foundation of FirstHealth	
About Me Social Determinants of Health Screening tool	<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• FirstHealth Community Health Services	<ul style="list-style-type: none">•