

# FirstHealth Montgomery Memorial Hospital

## Implementation Plan



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# **FirstHealth Montgomery Memorial Hospital Implementation Plan For 2016 Community Health Needs Assessment**

## ***Summary of Community Health Needs Assessment Results***

Montgomery County has chronic disease prevalence and mortality rates higher than state averages for hypertension, diabetes, obesity, cancer and diseases of the lung. FirstHealth Montgomery Memorial Hospital will collaborate internally within the health care system and externally with community partners to move forward with implementation plan efforts and community outreach. Through a multifaceted approach of reviewing the PRC assessment data, the First-In-Health 2020 data, health disparities data and the Montgomery County Community Health Assessment data, FirstHealth Montgomery Memorial Hospital has identified health focus areas for implementation plans. These focus areas include:

- *Chronic disease prevention to include diseases such as diabetes, obesity, cardiovascular disease, tobacco use (lung cancer) and prescription drug abuse/misuse*
  - Data demonstrate that Montgomery County has higher rates than the state averages for diabetes prevalence, hypertension, diseases of the lung and obesity, and the community perceives these as health issues. Addressing these chronic disease conditions through preventive health programs and health education classes will have an impact on patient and population health outcomes.
  - Feedback from the community, medical providers and law enforcement indicate a need to address prescription drug abuse/misuse issues through policy and outreach efforts.
- *Access to care for uninsured*
  - According to the NC State Center for Health Statistics, the rate of non-elderly uninsured in 2009-2010 was 21.7 in Montgomery County compared to the state at 19.6 percent. The hospital will develop an implementation plan with consideration for increasing access to primary care and developing partnerships to assist with linkages to services and preventive programs.
  - Given the rural environment and transportation barriers for uninsured and underserved, the hospital will develop a comprehensive telehealth/telemedicine strategy to expand primary and specialty care services to underserved areas in the region.
- *Quality of care*
  - FirstHealth Montgomery Memorial Hospital will develop an action plan focusing on quality care initiatives to include transitioning to a new electronic medical record, enhancing care transitions for chronically ill patients at high risk for a hospital

readmission and recruiting providers to participate in the clinically aligned network (CAN), HealthNC+.

### ***Chronic Disease Prevention***

FirstHealth recognizes the value of health education and wellness programs. As such, FirstHealth Montgomery Memorial Hospital will link patients with chronic disease conditions to community-driven, education and wellness programs.

- At least 25 patients will be referred to diabetes self-management and nutrition services per year; diabetes will develop telehealth technology to expand the reach of services
- A certified diabetes educator will work offer nutrition coaching and education to students in Montgomery County schools diagnosed with diabetes; in addition, the educator will provide support and guidance for teachers, principals, parents/home support and school nurses
- For 2017 and 2018, 500 individuals will participate in glucose screening events and 100 individuals will complete the evidence-based Centers for Disease Control National Diabetes Prevention Program (curriculum is one year in length)
- 50 individuals and patients will participate in physical activity programs such as People Living Active Year Round, Exercise Is Medicine and fitness memberships per year
- In partnership with Montgomery County School System and the Healthy People, Healthy Carolinas initiative, the hospital will support the implementation of The Daily Mile program in all six elementary schools in the county to encourage students to walk at least one mile per day during the week
- The hospital will coordinate leveraging funds to construct 0.2 to 0.25 mile walking trails on three of six elementary school campuses (three trails are already in place)
- 50 individuals and patients will learn basic nutrition skills through nutrition programs such as The Healthy Kitchen per year
- FirstQuit (the tobacco cessation program) will serve 30 individuals through the community-based quit-tobacco process per year
- Montgomery Memorial Hospital employees who utilize tobacco products and/or who opt out of completing the biometrics tracking form will be assessed a surcharge for health insurance premium rates each pay period
- The hospital will continue to support the Teddy Bear Fair reaching at least 300 students and local health fair events
- The hospital will support referrals to the low-dose CT scan program in partnership with the Chest Center to detect lung cancer in current and former smokers
- The hospital will continue to work with the local provider community to adopt the use of the Controlled Substance Reporting System (CSRS) database for narcotics and implement narcotic contracts for pain management patients

- The hospital will partner with law enforcement and support local Operation Medicine Drop events and promote local Drop Boxes

### ***Access to Care***

Although the hospital observed decreases in the number of uninsured due to the Affordable Care Act, a large percentage of individuals remain uninsured and/or underinsured as evidenced by the system providing over \$37 million in charity care from fiscal year 2013 to fiscal year 2015. Individuals who enrolled in the marketplace are struggling with high deductible plans, making access to care a continued focus area. Furthermore, North Carolina did not expand Medicaid. As a result, individuals who live at or below 100 percent of the Federal Poverty Level (FPL) do not qualify for the marketplace or Medicaid, which further marginalizes their options for access to care. The hospital recognizes the landscape for access to care will be significantly impacted over the next three years with the 'repeal and replace' policy actions. The hospital is committed to linking low-income, disparate populations with appropriate safety net services:

- Discharge planners and nurses in the Emergency Department will provide active referrals to the Medication Assistance Program and the resources for uninsured and underinsured
- The medication assistance program will request at least 1,000 medications for low-income and uninsured patients per year in Montgomery County
- The hospital will continue to support the School Based Health Centers in two locations to serve students and staff of Montgomery County School System
- The hospital leveraged funds to construct two dental clinic additions to the school based health centers in 2016, as such, FirstHealth will work with the school system to implement preventive dental care for students on school grounds
- The hospital will maintain a strong partnership with Community Care of the Sandhills, the Health Department, sliding fee scale clinics, rural health clinics, Federally Qualified Health Centers, the Department of Social Services and community agencies and partners to continue to ensure referrals to primary care, safety net programs and services for uninsured
- The hospital will continue to support a comprehensive, web-based system, FirstNavistar, to assist patients with navigating health care resources and primary care services
- The hospital will participate in a system-led comprehensive telemedicine plan and begin implementation in at least three specialty care services to expand access to the rural region

### ***Quality of Care***

#### *EPIC (electronic medical record system)*

FirstHealth currently has multiple electronic medical record operating systems within the hospital and outpatient settings. With a focus on quality improvement and population health management, FirstHealth has committed to adopting one operating EMR across the entire health care system, EPIC. The health care system will convert to EPIC effective July 2017.

- EPIC will allow all Montgomery Memorial Hospital health care providers to see a comprehensive medical record for each patient
- EPIC will enhance information sharing by allowing hospital affiliated providers to see patient information for any EPIC system (currently 85 percent of hospital beds in NC utilize EPIC)
- Providers will benefit from a health information exchange network for non-FirstHealth providers to view medical records and testing results.
- EPIC will provide enhanced opportunities to monitor and focus on quality outcome measures to improve population health specific to Montgomery County patients

#### *Clinically Aligned Network (CAN): HealthNC+*

FirstHealth understands the shift in health care to value based reimbursement based on improving population health outcome measures. As such, in 2016, FirstHealth established a CAN in partnership with local providers, HealthNet+. In order to continue to foster improved quality outcomes and shared savings, over the next three years FirstHealth will:

- Expand the network membership regionally by supporting the addition of at least 5 primary and specialty care focused providers
- Actively monitor at least three quality improvement measures such as hemoglobin A1c, blood pressure, tobacco usage and counseling, pneumonia shots, depression screenings and/or body mass index.
- Support the identification of a permanent network director to ensure a committed focus to the CAN model, and foster partnerships and collaboration.
- Support the identification of a data analyst to provide consistent reporting on quality measures, opportunities for improvement and cost savings.

#### *Care Transitions Council*

FirstHealth Montgomery Memorial Hospital will have representation and actively participate on the system wide multidisciplinary Care Transition Council to monitor and evaluate the need for care transition services, readmission rates, quality markers and the effectiveness of new service delivery systems.

- The Steering Committee consists of representatives from Quality, Pharmacy, Hospitalist program, Nursing, Diabetes Self-Management, Home Health, Hospice, Palliative Care, Discharge Planning, Corporate Education, Community Health Services, Nutrition Services, Cardiovascular and Thoracic Center and others, as deemed necessary.
- The Montgomery representative will participate in meetings at least three times per year to discuss ongoing initiatives, review quality data indicators and determine next steps to improve care transitions.

### *Care Transition Nurses*

FirstHealth Montgomery Memorial Hospital recognizes the influence of working with chronically ill patients in a one-on-one environment for education and linkage to services.

- A care transition nurse will work with patients at high-risk for 30-day readmissions
- The nurse will utilize a mainstream system for care transition documentation
- The nurse will collect and analyze data on patient encounters and track patient outcomes
- The nurse will link patients to internal and external resources, such as medication assistance, wellness programs, and primary care homes

### *Care Transition Clinics*

FirstHealth created chronic disease-specific, advanced practice practitioner-led Transition Care Clinics (TCCs) clinics in each of the four primary counties in close proximity to each hospital campus, to include Montgomery County. The TCC provides the individualized care that the chronically ill require upon hospital discharge.

The clinic objectives include:

- Reduce 30-day re-hospitalization rates for patients with chronic illness (FY16 Montgomery TCC rate was 8.7% for TCC-patient specific inpatient to inpatient 30-day readmission rates with system all payor rate at 8.5%)
- Twenty-five percent of patients will report quality of life improvements as demonstrated by the CDC Health-Related Quality of Life Survey administered upon entry to and transition out of the TCC
- FirstHealth projects that at least 150 Medicare, Medicaid and uninsured patients will be served in the Montgomery TCC annually

*Note: Reference the Community Health Needs Assessment Introduction for additional details on health focus areas identified as needs that other agencies and community partners are currently addressing through programs and interventions.*