

WORKING DRAFT



Bayhealth
Kent General Hospital
Implementation Strategy
11/10/2013

I. Executive Summary

Bayhealth Medical Center is Delaware's largest healthcare system in central and southern Delaware. Bayhealth's mission is to improve the health status of all members of the Bayhealth community. As a not-for-profit organization, Bayhealth invests its margin back into facilities, equipment, physician and staff training, and community outreach and education to continually meet the health needs of the communities we serve.

Bayhealth Medical Center is comprised of Kent General and Milford Memorial Hospitals, numerous satellite facilities and many employed physician practices encompassing a variety of specialties. Bayhealth is a 402-bed healthcare system with two acute care hospitals: Kent General Hospital (237 beds) and Milford Memorial Hospital (168 beds).

Bayhealth has been meeting the health needs of central and southern Delaware for over 86 years. This report summarizes the plans for Bayhealth's Kent General Hospital to sustain and develop new community benefit programs that address prioritized needs from the 2012-2013 Community Health Needs Assessment (CHNA).

II. Target Areas and Populations

The Bayhealth Implementation Strategy focuses on populations with the greatest need such as low income and minority populations in Kent County. Bayhealth will work with existing community agencies, churches, and social services agencies to identify and reach low-income and minority populations in the county.

III. How the Implementation Strategy was Developed

Bayhealth's Implementation Strategy was developed based on the findings and priorities established by the Kent General Hospital CHNA and a review of the health system's existing community benefit activities. The CHNA process was initiated jointly by the Education and Strategic Planning Departments of Bayhealth. The assessment was primarily conducted by the Education Department.

After completion of the community CHNA, published in June 2013, Bayhealth formed implementation teams to respond to each of the priority needs and each team is developing and monitoring goals and action plans. (Please see Attachment A for a copy of the CHNA.)

IV. Major Needs and How Priorities were Established

Bayhealth utilized both quantitative and qualitative analyses as part of its assessment in order to fully understand the health needs of the community served. Quantitative analyses were conducted using the most recent data available from four primary sources:

- Delaware Health Tracker (a product of the Healthy Community Institutes);
- County Health Rankings & Roadmaps (a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute);
- Demographic data from the Delaware Population Consortium; and,
- Demographic and socioeconomic data from the U.S. Census Bureau.

Bayhealth's initial review of data includes analysis of trends and comparisons within the community and with other Delaware counties and the state as a whole. Based on this analysis, the Education Department of Bayhealth developed discussion topics for a variety of community engagements, including open town hall community meetings, interviews with key stakeholders, focus groups, and online surveys. A variety of community settings were selected with a special emphasis on those persons and areas most impacted by health disparities. Thematic analysis was completed on the information gathered from these forums and online surveys. From both the quantitative and qualitative analyses, community needs were identified.

The criteria utilized to evaluate and prioritize the health needs identified through the fact-finding process include:

- The seriousness of the issue;
- The relative size of the populations affected;
- The degree to which the need particularly affected persons living in poverty or reflected health disparities;
- Alignment with Bayhealth's mission and vision; and,
- Availability of community resources to address the need.

The health needs were prioritized jointly by the Education and Strategic Planning Departments based on review of the data and discussions with medical staff members of Bayhealth. The prioritized health needs were then reviewed by Bayhealth's administration, with the opportunity for discussion and reprioritization as needed. The prioritization process ultimately resulted in the following four key issues for the community:

1. Obesity
2. Cancer
3. Access to Health Services
4. Mental Health and Substance Abuse

Obesity Imperative

Strategic Initiative #1: To develop programs which promote exercise and develop dietary options that promote healthy eating habits among Bayhealth employees and patients.

Rationale: As a reflection of Bayhealth's stance on obesity, it is important that Bayhealth promotes a health centric lifestyle. By providing an organizational focus on education, diet, and exercise, Bayhealth aims to improve the quality of life of its patients and employees.

Implementation Activities:

- Offer healthier options in the Bayhealth cafeteria with appropriate labeling. The goal is to promote a healthier environment that provides transparency on the nutritional value of its items. By making access to healthy foods easier, employees can maintain a proper diet in an easier fashion and the habituation of healthy eating is easier to develop.
- Continue the Be Healthy Bayhealth Initiative. The Be Healthy initiative aims to provide a comprehensive resource that utilizes all aspects of health promotion. The initiative can be found on the Bayhealth website and currently offers tips and resources for healthy activities, active events in the community, health mentoring, the cafeteria menu, and a health blog.
- Offer free classes on how to read food labels, calculate BMI, and other healthy lifestyle centered activities. By making education classes free, patients and employees that have a drive to improve themselves have easier access to information and a clear and transparent path as to how they can improve or maintain a healthy lifestyle.

Strategic Initiative #2: Partner and collaborate with existing programs in the community to address and reduce obesity in Kent County.

Rationale: An effective approach to improving community health requires extensive utilization, partnership, and promotion of current programs that target obesity. Through cooperation, a more effective outreach program that targets obesity can be realized.

Implementation Activities:

- Assess the potentiality of partnering with state and community programs that target obesity. With many excellent programs in the community, Bayhealth will partner with organizations that offer the most effective obesity programs to their particular constituents.
- Align and incentivize primary care physicians and family doctors to further educate patients in obesity. Bayhealth Physician Alliance, a clinically integrated network of physicians that share data, is considering the use of BMI or other metric(s) in order to measure and improve patient health.
- Continue to participate in the Healthier Sussex Task Force regarding obesity. The Healthier Sussex Task Force is a collaboration between Beebe Medical Center, Bayhealth - Milford, Nanticoke Health Services, and several other organizations that aims to address health disparities, educate, and to positively impact health behavior.
- Promote the benefits of bariatric surgery as an option for those who have not been able to achieve weight loss through traditional means. For individuals that may have extreme difficulty with fighting obesity, this surgical alternative may improve quality of life.

Cancer Imperative

Strategic Initiative #1,2,3: To implement screening and treatment programs to increase early detection and treatment of breast, lung, and prostate cancer.

Rationale: Cancer rates for breast, lung, and prostate cancer have the highest potential for improvement of patient quality of life. These cancers rank among the top five most prevalent cancers in Delaware and the United States; as a corollary, they also have the most room for patient quality of life improvement. The majority of these cancers can be improved by early screening and treatment programs if any type of carcinoma is detected. These methods are both cost effective and highly efficacious with respect to improving patient health and prognoses if anything is detected.

Breast Cancer Implementation Activities:

- Promote Bayhealth's free or reduced price screenings and treatment programs for the Kent community. Bayhealth has offered this service for many years and continues to work in expanding its programs into the community.
- Promote and implement outreach and education programs such as using health navigators for breast cancer screening reduction. This action plan both improves patient access as well as patient knowledge about the efficacy of breast cancer screening and treatment programs.
- Identify appropriate performance metrics for Bayhealth Physician Alliance related to the early detection of breast cancer. Identifying and setting such metrics will align physician incentives to improve patient outcomes with respect to breast cancer.

Lung Cancer Implementation Activities:

- Assess the implementation of a low dose computed tomography (LDCT) program. The United States Preventive Services Task Force (USPSTF) has recently changed their guidelines with respect to lung cancer screenings. Academic research has shown significant benefits with respect to LDCT lung cancer screenings for individuals that meets certain criteria. [Ages 55-74, heavy smokers or heavy smokers who quit less than 15 years ago]
- Implement or continue community-wide smoking cessation programs.

- Assess the potential impact of a partnership with the state regarding radon testing. Radon testing has been proven to be the second leading cause of Lung Cancer and partnerships with the state and further action may help reduce the incidence of lung cancer within the Bayhealth community.
- Identify appropriate performance metrics for Bayhealth Physician Alliance related to early detection of lung cancer. By aligning provider incentive structures to better serve patients at risk of lung cancer, quality of service and patient health may be improved.

Prostate Cancer Implementation Activities:

- Promote and Implement free prostate cancer screenings to members of the Kent community. By giving free screenings, potential individuals that are at risk for prostate cancer are given easier access to resources that may help them prevent malignant carcinomas from developing.
- Educate physicians on updated prostate cancer screening guidelines. Given the changes in prostate cancer screening recommendations there is a subset of physicians and patients who are unaware of new screening guidelines. By educating patient physicians, the patients who see such physicians for services such as checkups can be more easily educated regarding screening protocol and recommendations.
- Assess collaboration with the Volunteer Ambulatory Surgical Access Program (VASAP). VASAP is a program that offers free outpatient ambulatory surgery to eligible low-income, uninsured residents in Kent County.
- Identify appropriate performance metrics for Bayhealth Physician Alliance related to early detection of prostate cancer. Identification of such metrics will incentivize physicians to focus on improving early detection of prostate cancer.

Access Imperative

Strategic Initiative #1: Promote enrollment in Medicaid and the use of Hope Clinic in addition to Federally Qualified Health Clinics (FQHC) such as Westside Family Healthcare and LaRed Clinic.

Rationale: Westside Family Healthcare and LaRed are organizations which provide primary care health services to any individual regardless of pay; Hope Clinic offers dental care to any person. For the individuals within the Kent community that face financial issues with respect to paying for health services, enrollment in one of these organizations would greatly alleviate the potential burdens associated with access to health care services.

Implementation Activities:

- Work with Westside Family Healthcare and Hope Free Clinic in order to educate and promote awareness of their services to staff (i.e. discharge planners) and patients. Potential promotion activities may include the provision of flyers and maps in the emergency department in addition to education of discharge planners.

Strategic Initiative #2: Develop programs that assist the uninsured.

Rationale: Delaware's population is 11% uninsured. The subset of individuals that are uninsured may have healthcare access issues due to factors such as lack of education, financial difficulty, or transportation difficulties. By developing programs that help such individuals, a more equitable health climate can be achieved for the Kent community.

Implementation Activities:

- Develop and/or support education programs that inform uninsured individuals of the resources available to them. This action increases awareness of potential health services that are available to uninsured individuals and as a result, such individuals would have improved access to said services. Additional focus may be placed on communicating with the faith based community of Kent.
- Bayhealth will evaluate support for programs that provide transportation for uninsured individuals.
- Evaluate participation in the Community Health Access Program (CHAP) of Delaware. The program aims to help uninsured Delawareans access health resources such as primary care physicians, medical physicians, and other health resources such as prescription programs, laboratory tests, and radiology services. CHAP intends to simplify the eligibility screening process for uninsured individuals, link said individuals with

appropriate financial resources and a medical health home, and ensure a smooth continuum of care.

- Provide free online birth classes. For pregnant mothers with financial issues paying for a birth class or transportation issues, this action would provide them with an alternative that is both easy to access and convenient.

Strategic Initiative #3: Provide the range of physician services needed in the community.

Rationale: Kent County has a deficit of physicians and healthcare access to such specialties is impeded as a result. By providing additional physicians in said specialties, the gap between patient demand and physician supply is bridged and access is improved for the local populace.

Implementation Activities:

- Recruit additional physicians that meet the need of the local populace. Increase in scope of services, reduction of potential scheduling issues due to physician shortage, and greater physician availability will improve healthcare access for the Kent populace.

Mental Health Imperative

Strategic Initiative #1: Improve communication with state services and Dover Behavioral Health

Rationale: Improvement of communication would yield a multitude of beneficial results. Bayhealth professionals may be better educated in assessing and recognizing mental health issues, the channels through which a patient may be transferred to mental health services are improved, and access to the appropriate mental health service(s) may improve patient outcomes.

Implementation Activities:

- Improve the transition of substance abuse patients to housing and treatment centers. Potential partnerships include Connections, a program which provides community support through an array of healthcare benefits including outpatient substance abuse and mental health treatment.
- Promote the use of the Delaware's Assertive Community Treatment (ACT) program. ACT provides support for individuals with mental health issues through ongoing support in a community setting.
- Promote the use of Kent Community Mental Health Clinic. The mental health facility provides treatment for patients with mental health and / or addiction issues.
- Increase integration between Kent General Hospital's emergency department and the Ellendale Recovery Response Center. The response center provides 24/7 behavioral health services and voluntary recovery opportunities for Kent and Sussex county residents.
- Utilize Target Care Managers that work for the state to transition patients from the ED to appropriate behavioral health services. Improvements in the facilitation of patient flow through healthcare channels may improve outcomes for mental health related issues.

Strategic Initiative #2: Support or implement programs that assist mental health patients

Rationale: By supporting or implementing programs that target mental health specifically, patient outcomes and population health improve as a result.

Implementation Activities:

- Assess the potential implementation of tele-psychiatry in the emergency department. By offering tele-psychiatry, access to mental health services for patients is improved by

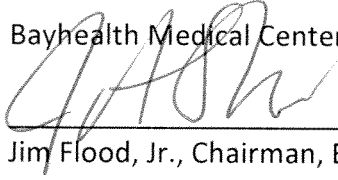
providing ready access to a mental health professional; mental health services are in short supply for Kent County and this potential solution may alleviate such issues. Access to this service may improve patient outcomes for individuals that are seen at the emergency department with psychological conditions.

- Evaluate participation with State / Private providers to fund / support group home beds. Group home beds provide relief for patients who have been stabilized after psychological or substance abuse treatment.
- Evaluate participation with State/ Private providers to fund / support methadone services for individuals that lack insurance. For uninsured individuals that endure less than fortunate circumstances, the provision of methadone services allows for better recovery options and development of drug free habits.
- Implement a plan to support Screening, Brief Intervention, and Referral to Treatment (SBIRT) for alcoholics. SBIRT aims to deliver early intervention and treatment services to individuals with addiction issues. By targeting such issues before they worsen, difficulties with recovery are reduced and potential future calamities associated with alcohol addiction may be avoided. Bayhealth may employ or designate behavioral health staff that provide early intervention services.

Approval

At their meeting on November 7, 2013 the Planning Committee of the Bayhealth Board of Directors approved the Community Benefit Implementation Strategy for addressing priorities identified in the most recent Community Assessment.

Bayhealth Medical Center Board Approval:



Jim Flood, Jr., Chairman, Bayhealth Planning Committee

11/14/13

Date