



Novant Health Thomasville Medical Center

Community Benefit Implementation Plan

Davidson County, North Carolina

2016-2018

Approved by the Novant Health Thomasville Medical Center Board of Trustees on September 20, 2016

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I. Introduction

Novant Health Thomasville Medical Center, in partnership with the Davidson County Health Department and Wake Forest Baptist Health Lexington Medical Center conducted a community health needs assessment in 2015 to identify the most pressing health needs in our community. Novant Health Thomasville Medical Center will enhance the community's health by offering health and wellness programming, clinical services and financial support in response to the specific health needs identified.

a. Organization Overview

Novant Health Thomasville Medical Center is an integral part of the Novant Health system (collectively known as "Novant Health"). Novant Health is a non-profit integrated health care system of 14 medical centers and a medical group with over 500 clinic locations. Other facilities and programs include outpatient surgery and diagnostic centers, charitable foundations, rehabilitation programs, and community health outreach programs. Novant Health and its affiliates serve their communities with programs including health education, home health care, prenatal clinics, community clinics and immunization services. Novant Health's over 25,000 employees and physician partners care for patients and communities in North Carolina, Virginia, South Carolina and Georgia.

Mission

Novant Health exists to improve the health of our communities, one person at a time.

Our employees and physician partners strive every day to bring our mission, vision and values to life. We demonstrate this commitment to our patients in many different ways. Our organization:

- Maintains an active community health outreach program.
- Demonstrates superior outcomes for many health conditions as indicated by our state and national quality scores.
- Creates innovative programs that address important health issues, with many of our programs and services being recognized nationally.
- Believes in its role as a good corporate citizen, working with community agencies and organizations to make our communities better places to live and work.

Novant Health Thomasville Medical Center (NHTMC), a 146-bed community hospital, offers a full range of inpatient and outpatient services, birthing suites and an emergency department. Novant Health Thomasville Medical Center specialty programs include The Heartburn Treatment Center, The Total Joint Center, The Heart and Vascular Institute and Sleep Health.

b. Our Community

Primary and Secondary Service Areas

The Primary Service Area for Novant Health Thomasville Medical Center is defined by the zip codes that represent 75% to 85% of the hospital’s in-patient population as outlined below:

Zip Code	City	County
27239	Denton	Davidson
27280	Denton	Davidson
27292	Lexington	Davidson
27293	Lexington	Davidson
27294	Lexington	Davidson
27295	Lexington	Davidson
27299	Linwood	Davidson
27351	Lexington	Davidson
27360	Thomasville	Davidson
27361	Thomasville	Davidson
27374	Lexington	Davidson

Davidson County, NHTMC’s primary service area and defined community, has 18 municipalities, including Thomasville, the most populated city, and Lexington, the County seat. Based on 2014 estimates, Davidson County had just over 164,000 residents¹, which is a 0.7% increase since the 2010 U.S. Census. With the county covering a 553 square mile area, Davidson County averages 294.7 persons per square mile.

When compared to Randolph County, a peer county to Davidson County, Davidson County has a 13% larger total population, but very similar percentages in its male and female populations (0.991% and .992% difference, respectively).

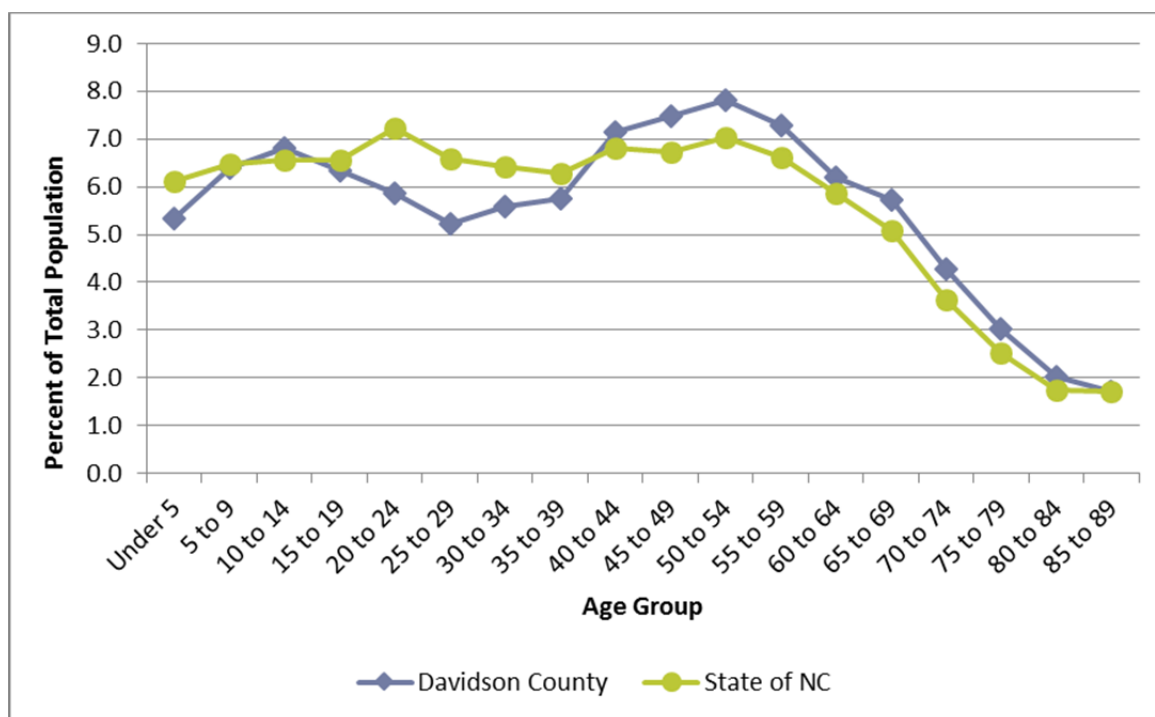
Location	Total Population	Number Males	% Population Male	Median Age Males	Number Females	% Population Female	Median Age Females	Overall Median Age
Davidson County	164,072	80,435	49.0	41.0	83,637	51.0	43.0	42.1
Randolph County	142,778	70,548	49.4	39.9	72,230	50.6	42.0	41.0
State of NC	9,943,964	4,844,593	48.7	36.7	5,099,371	51.3	39.7	38.2

While some demographic attributes are similar between Randolph and Davidson County, when compared to the State of North Carolina, there are a number of demographic elements that are unique to Davidson County. Racially, Davidson County has lower proportions of African Americans and Hispanics than the North Carolina average, and has lower proportions in most age categories of people

¹ U.S. Census Bureau (2015). State & County QuickFacts. <http://quickfacts.census.gov/qfd/states/37/38057.html>

under age 40 and higher proportions in most age categories of people over age 40²:

Location	Percent of Overall Population					
	White	Black	American Indians	Asian	Multiple Races	Hispanic
Davidson County	86.9	9.4	0.8	1.5	1.5	6.8
Randolph County	89.8	6.3	1.0	1.3	1.5	11.1
State of NC	71.5	22.1	1.6	2.8	2.1	9.0



In 2014, there were an estimated 27,527 persons age 65 and older in Davidson County. According to figures from the North Carolina Office of State Budget and Management, the population in every major age group age 65 and older in Davidson County is projected to increase between 2010 and 2030.³

Population

Davidson County is more rural in nature. The estimated median monthly mortgage cost among Davidson County homeowners is \$140 less than the North Carolina median, and the estimated median gross monthly rent among Davidson County renters is \$139 less than the North Carolina median. Detailed demographic data for Davidson County is outlined below:

² US CENSUS State & County QuickFacts (2015). <http://quickfacts.census.gov/qfd/states/37/37057.html>

³ NC Budget and Management. Projected Annual County Population Totals, 2020-2029: https://ncosbm.s3.amazonaws.com/s3fs-public/demog/countytotals_2020_2029.html

Davidson County Population By Race & Ethnicity (2014)

	Davidson County	North Carolina
Population Estimate	164,072	9,943,964
Persons Under 5 Years, percent 2014	5.3%	6.1%
Persons Under 18 Years, percent 2014	22.7%	23.0%
Person 65 Years & Over, percent 2014	16.8%	14.7%
Female Persons, percent 2014	51.0%	51.3%
White Alone, percent 2014	86.9%	71.5%
Black/African-American Alone, percent 2014	9.4%	22.1%
American Indian & Alaska Native Alone, percent 2014	0.8%	1.6%
Asian Alone, percent 2014	1.4%	2.7%
Native Hawaiian & Other Pacific Islander Alone, percent 2014	2%	0.1%
Two or More Races, percent 2014	1.5%	2.1%
Hispanic or Latino, percent 2014	6.8%	9.0%

Source: U.S. Census Bureau (2014).

Children and adolescents make up just under one-third (28.0%) of the population in Davidson County, while seniors make up 16.8% of the population. Over the next 15 years, the senior population in Davidson County is projected to steadily increase. Non-white minorities currently make up 19.9% of the racial demographic in Davidson County.

Davidson County residents earned less than the average resident in the State of North Carolina. In Davidson County, the 2014 median household income was approximately \$3,500 below the North Carolina average. A key indicator to evaluate economic condition of Davidson County is the poverty rate. The poverty rate for Davidson County residents is marginally lower than the North Carolina state average by 1.2%, and the poverty rate for children (ages 0-17) in Davidson County, is 0.6% lower than the North Carolina State average.

Median Household Income		Population Educational Attainment (≥ 25 yrs old)		Poverty Rate	
Davidson County	\$43,083	< HS diploma/GED	22.6%	All ages (Davidson County)	16.3%
		HS diploma/GED	39.6%	All ages (North Carolina)	17.5%
North Carolina	\$46,596	Some college or associate's degree	33.2%	Children (0-17)	23.5%
		Bachelor's degree	4.7%	Children (0-17) (North Carolina)	24.1%

II. Prioritized Health Needs

Identified Significant Health Needs

From participant responses, it was apparent that chronic health problems, aging problems, mental health, drug abuse, teen pregnancy and economic issues are the most important concerns of Davidson County residents. Other key data points included:

- When asked to identify the five health problems having the greatest overall effect on health in Davidson County, survey respondents identified 1) obesity/overweight, 2) diabetes, 3) cancer, 4) aging problems, and 5) heart disease/heart attack
- When asked to identify the five unhealthy behaviors having the greatest overall effect on health and safety in Davidson County, respondents identified 1) drug abuse, 2) alcohol abuse, 3) lack of exercise/poor physical fitness, 4) poor eating habits and 5) smoking/tobacco use.
- When asked to select the five social issues that have the greatest overall effect on quality of life, respondents identified 1) low income/poverty, 2) unemployment/underemployment, 3) affordability of health services, 4) homelessness, and 5) crime.

Based on these identified health needs, the CHA data team identified these issues as 12 community health problems, unhealthy behaviors and community social issues. The identified health issues included the following:

- 1) Access to healthcare
- 2) Aging population
- 3) Alzheimer's disease
- 4) Chronic diseases
- 5) Chronic lower respiratory disease
- 6) Food insecurity
- 7) Infant/maternal health
- 8) Lack of education
- 9) Mental health
- 10) Obesity
- 11) Smoking/tobacco use
- 12) Substance abuse

a) County Prioritization

Community health forums were held to provide county residents the opportunity to share their opinions and inform the community health assessment priority selection process. Three forums were conducted over a two week period, geographically dispersed throughout the county: 1) The Lexington Public Library, 2) the Thomasville Public Library, and 3) the Denton Public Library. The forums were advertised in local papers, fliers, via email and participants were recruited by Davidson County Healthy Communities Coalition members. To prioritize the needs, each forum included a presentation about initial Davidson County community health assessment research, with the ten most prominent issues discussed. Finally, through a structured ranking process, the team asked participants to prioritize the issues that emerged during earlier research.

The participants were invited to take part in a facilitated discussion, answering the following questions:

- 1) Which statistics were most surprising?
- 2) Which issue appeared most important?
- 3) How well did findings correspond with personal experience and day-to-day observations?
- 4) What resources in the community are addressing any of these issues?
- 5) What strategies would better address any of these issues?

Participants then scored the areas from 1 (least weight) to 10 (most weight) using the following five criteria: magnitude, severity, intervention effectiveness, public concern and urgency. The calculated scores were used to rank the focus areas, and the weighted rankings from the community opinion surveys and the priority focus exercise were combined with the following results:

- 1) Obesity
- 2) Smoking/tobacco use
- 3) Mental health
- 4) Chronic disease
- 5) Access to care*
- 6) Aging population*
- 7) Substance abuse
- 8) Chronic lower respiratory disease
- 9) Infant/maternal health
- 10) Alzheimer’s disease

**Access to care and aging population received the same weighted sum*

Recommended Prioritized Health Outcomes

For each of the identified areas, recommendations were made for the top four prioritized health needs.

Below is a listing of the priorities:

- Chronic disease – especially heart disease and diabetes
- Mental health
- Overweight/Obesity
- Smoking
- Substance Abuse

b) Facility prioritization

In addition to the community rankings, Novant Health Thomasville Medical Center reviewed the top five diagnosis codes for inpatient and outpatient hospital emergency room visits year-to-date January to July 2015.

Novant Health Thomasville Medical Center Emergency Department
Top 5 Diagnoses YTD Jan-July 2015

Inpatient		Outpatient	
Diagnosis	Volume	Diagnosis	Volume
Pneumonia, organism NOS	107	Chest pain NOS	384

Urinary tract infection NOS	20	Bronchitis NOS	340
Chest pain NOS	4	Headache	331
Headache	1	Lumbago	305
		Urinary tract infection NOS	300

A review of the hospital emergency room visits indicated that many of the top inpatient diagnosis codes are correlated with chronic issues affecting the aging population. Upon analysis of the outpatient diagnosis codes, it was apparent that many of the patients seen had symptoms that could be related to a number of chronic conditions, including (but not limited to) heart disease, chronic lower respiratory disease, and chronic issues related to aging.

Upon a comprehensive review of the community’s recommended prioritized outcomes and NHTMC’s ED top 5 diagnosis codes, the Thomasville Medical Center leadership team and Board of Trustees evaluated this information based on the scope, severity, health disparities associated with the need, and the estimated feasibility and effectiveness of possible interventions. Through this thorough evaluation, the team agreed on the following four top significant health priorities for Novant Health Thomasville Medical Center:

1. Chronic Disease – Diabetes, Heart Disease, Obesity
2. Chronic Disease – Aging Population
3. Smoking & Maternal Health
4. Mental Health/Substance Abuse

III. Issues identified for remediation

In the following section Novant Health Thomasville Medical Center will address each of the top four prioritized needs. Each need includes actions that must be taken to achieve improved community health. Outlined within each need, Novant Health Thomasville Medical Center will identify the description of need, programs, resources and intended actions, anticipated impact, priority populations, evaluation plan, intervention strategies, tactics for achievement, growth targets, and community partners.

The following action plans were developed through evaluation of Novant Health Thomasville Medical Center programs and the U.S. Department of Health and Human Services “Healthy People 2020” topics. To determine anticipated impact, Healthy People 2020 objectives were reviewed and integrated into each priority area. As a leader committed to improving the nation’s health, it is imperative to Novant Health Thomasville Medical Center that our guiding principles in defining our role in community health outreach and advocacy be well aligned with the Healthy People’s goal of achieving health equity and eliminating disparities. (See Appendix A for Healthy People 2020 objectives that were evaluated.)

a) Priority 1: Chronic Disease – diabetes, heart disease, obesity

Heart disease and cancer are ranked the first and second leading causes of death, respectively, in Davidson County, North Carolina. The death rates for these two leading causes of death are 16.3% and 2.4% higher than the North Carolina average. In addition, Diabetes has moved up as the seventh leading cause of death in Davidson County and disproportionately affected African-Americans.

Programs, resources and intended actions to address chronic disease- specifically diabetes, heart disease and obesity: Novant Health Thomasville Medical Center offers community based services including education for chronic disease prevention, as well as glucose and A1C screenings. All of these programs are intended to increase awareness of diabetes, promote healthy lifestyles that prevent disease, provide education around management and monitoring techniques and support patients through the initial stages of diagnosis and treatment.

SIGNIFICANT HEALTH NEED		
CHRONIC DISEASE – Diabetes, Heart Disease, Obesity		
COMMUNITY BENEFIT ACTIONS	PROGRAM	INTENDED OUTCOME
Community Screenings	Remarkable You community screening initiative including BMI, blood pressure, & diabetes	Early detection of undiagnosed prediabetic and diabetic participants will increase
Community health education	Community education lectures on chronic disease prevention and general health education	Knowledge level of participants will increase and participants will learn new skills to change unhealthy behaviors

b) Priority 2: Chronic Disease – Aging Population

In Davidson County, between 2010-2030, every major age group age 65 and older is projected to significantly increase. Over time, these numbers are projected to remain higher than the North Carolina State average, excluding the age group 85 to 89. Chronic diseases related to aging, such as heart disease, stroke and Alzheimer’s disease are ranked as leading causes of death in Davidson County.

Programs, resources and intended actions to address chronic disease in the aging population: Novant Health Thomasville Medical Center offers community education on healthy aging, along with community screenings for seniors at specified community locations that serve the aging population. All services are intended to increase knowledge of healthy aging, chronic disease prevention and management, and provide caretakers and seniors with education and resources related to aging well.

SIGNIFICANT HEALTH NEED		
CHRONIC DISEASE – Aging Population		
COMMUNITY BENEFIT ACTIONS	PROGRAM	INTENDED OUTCOME
Community health education for seniors	Community education lectures on chronic disease prevention and aging well	Knowledge level of participants will increase and participants will learn new skills and decrease risk factors

c) Priority 3: Maternal and Infant Health

In Davidson County, the overall pregnancy rate for women of childbearing age (15-44) has been falling gradually, decreasing by 11% between 2005 and 2013. The infant mortality rate in Davidson County *increased* from 7.7 in 2001-2005 to 7.9 2009-2013. For 2009-2013, the overall infant mortality rate in Davidson County was 8% higher than the comparable state average of 7.3.

Programs, resources and intended actions to address maternal and infant health: Novant Health Thomasville Medical Center offers community education on healthy pregnancy and smoking cessation courses, along with courses in prepared childbirth, breastfeeding and infant care. All services are intended to increase knowledge of healthy pregnancy, risk factors related to low birth weight babies and provide parents-to-be with education and resources related to raising a healthy infant.

SIGNIFICANT HEALTH NEED		
MATERNAL AND INFANT HEALTH		
COMMUNITY BENEFIT ACTIONS	PROGRAM	INTENDED OUTCOME
Prepared childbirth classes	Lectures on healthy pregnancy, reducing risk factors and infant care	Knowledge level of participants will increase and participants will learn new skills and decrease risk factors

d) Priority 4: Mental Health & Substance Abuse

In the 2015 Community Health Survey, nearly 38% of respondents self-reported a personal diagnosis of depression. Survey respondents also considered alcohol abuse (59%) and the abuse of prescription drugs (58%) to be the county’s biggest substance abuse problems, followed by use/abuse of other “hard” drugs (35%) and “drinking and driving” (31%).

Programs, resources and intended actions to address mental health and substance abuse: Novant Health Thomasville Medical Center provides community education focused on mental health, as well as community based behavioral services through our 24-hour behavioral health outpatient assessment center and other community partnerships to address substance abuse. All programs and services are intended to assist the community with varying needs of mental health support at times when they are needed most.

SIGNIFICANT HEALTH NEED		
MENTAL HEALTH		
COMMUNITY BENEFIT ACTIONS	PROGRAM	INTENDED OUTCOME
Community health collaborative with DCSPAN	Mental health community initiative	Collaboration with DCSPAN through community and staff education will increase knowledge level of community members and improve coordination of mental health services in the community

IV. Unaddressed health needs

Although Thomasville Medical Center is working to address several significant needs in the community, we are unable to impact all identified county priorities, but will support community partners as appropriate with the following known issues:

Identified Significant Health Need	Local Community Resources Addressing Needs
<ul style="list-style-type: none"> - <i>Access and affordability of care</i> - <i>Chronic disease</i> - <i>Drug and alcohol abuse</i> - <i>Mental health</i> - <i>Smoking and tobacco use</i> - <i>Quality of care</i> 	<ul style="list-style-type: none"> • ARC of Davidson County • Autism Services - Lexington • Positive Wellness Alliance • Triad Health Project • Alcohol/Drug Council of NC • Cardinal Innovations • Daymark Lexington • Lexington Treatment Associates • Path of Hope Inc. • Cancer Services of Davidson County • Davidson Medical Ministries Clinic • Novant Health Thomasville Medical Center Diabetes Support Group • Thomasville Clinic • ACTT Rowan and ACTT Davidson • Cancer Services of Davidson County • Cardinal Innovations • CareNet Counseling • Carolina Counseling and Consultation • Consumer Planning and Support Services • Daymark Recovery Services, Inc. • Family Services of Davidson County, Inc. • Green Center of Growth and Development • High Point Behavioral Health • Lexington Assessment Center • Lexington Treatment Associates • Lifeskills Counseling Center • Monarch Behavioral Services, Inc. • Novant Health Thomasville Medical Center • Geriatric Behavioral Health
<p>Lifestyle factors related to:</p> <ul style="list-style-type: none"> - Lack of physical activity - Poor eating habits 	<ul style="list-style-type: none"> • Central United Methodist Church – Denton • Cooperative Community Ministries • Crisis Ministries

<ul style="list-style-type: none"> - Obesity/Overweight - Smoking and tobacco use 	<ul style="list-style-type: none"> • Davidson County Health Department – WIC Program • Fairgrove Family Resource Center • Greater Things Outreach • The Father’s Storehouse • His Laboring Few Ministries • Meals on Wheels • North Lexington Baptist Church • The Pastors’ Pantry • Salvation Army • Senior Services Nutrition Program • Shepherd’s Inn • Social Services – Food and Nutrition Services • South Davidson Family Resource Center • The Upper Room Food Pantry • West Davidson Food Pantry • Davidson County Parks and Recreation • J Smith Young YMCA • United Way of Davidson County • Tom A Finch Community YMCA
<ul style="list-style-type: none"> - <i>Aging problems</i> 	<ul style="list-style-type: none"> • Alpha Healthcare of the Carolinas, Inc. • Arcadia Health Care • Adaptables, Inc. • Advanced Home Care – High Point • Alpha Healthcare of the Carolinas, Inc. • AMedisys Home Health • American Health & Home Care • Apria Health Care • Bayada Nurses – Lexington • Care South Home Care Professionals • Comfort Keepers- Salisbury • Medi Home Care • Superior Home Care • Coastal Horizons Center, Inc. • The Life Center of Davidson County • Piedmont Triad Regional Council • Triad Adult Day Care Center • Emanuel Senior Enrichment Center • Hospice of Davidson County • Liberty Home Care and Hospice

<p>Social Issues addressing:</p> <ul style="list-style-type: none"> - <i>Affordability of healthcare</i> - <i>Crime</i> - <i>Homelessness and housing</i> - <i>Poverty</i> - <i>Transportation</i> - <i>Unemployment</i> 	<ul style="list-style-type: none"> • American Red Cross – High Point • Cooperative Community Ministry • Crisis Ministry of Davidson County • Department of Social Services • Family Resource Centers (FRC) • Fairgrove FRC • South Davidson FRC • Salvation Army – Lexington • Crisis Ministries Adult and Family Shelter • Green Hill Apartments • Grimes School Apartments • Lexington Habitat for Humanity • Thomasville Habitat for Humanity • Hilltop Terrace Apartments • Kidron Korner • Lexington Housing Authority • Lexington Housing Community Development Corporation (LHCDC) • Open Door Ministries of High Point, Inc. • Mt. Moriah Manor • Shepherd’s Inn Homeless Shelter • Thomasville Church Homes • Thomasville Housing Authority • Tomlinson Hill Apartments • Community Action – Lexington • DavidsonWorks • Department of Social Service s- Workfirst • Employment Security Commission of NC – Lexington • Goodwill Career Connections • Davidson County JobLink • Thomasville JobLink Career Center • Vocational Rehabilitation – Lexington • Davidson County Transportation Services • Social Services – Medical Transportation –Lexington and Thomasville • PART – Piedmont Authority for Regional Transportation • Providence Transportation
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V. Role of the board and administration

The Novant Health Thomasville County Board of Trustees and Novant Health Thomasville Medical Center administration are active participants in the community benefit process. Through strategic planning initiatives focused on chronic disease, community health outreach, and access to care, leadership provides direction on actions and intended impact, and serves as the approving body for the community health needs assessment and community benefit implementation plan. Administrative leaders serve on the County assessment process teams, priority setting committee and action planning team and hospital board members participate and provide influence to the community benefit plans. All members are actively involved in the priority setting discussion and outreach planning process. Additionally, community benefit reports are provided to the board and facility leadership teams throughout the calendar year for ongoing education.

Appendix A: Healthy People 2020 Indicators

Diabetes

- Increase the proportion of persons with diabetes whose condition has been diagnosed (Healthy People 2020; D-15).
- Increase the proportion of persons with diagnosed diabetes who receive formal education (Healthy People 2020; D-14).

Obesity

- Increase the proportion of adults who are at a healthy weight (Healthy People 2020; NWS-8).
- Reduce the number of children and adolescents who are considered obese (Healthy People 2020; NWS-10).

Heart Disease and Stroke

- Increase the proportion of adults who have had their blood pressure measured within the preceding 2 years and can state whether their blood pressure was normal or high (Healthy People 2020; HDS-4)
- Reduce the proportion of persons in the population with hypertension (Healthy People 2020; HDS-5)

Cancer

- Increase the proportion of women who receive a breast cancer screening based on the most recent guidelines (Healthy People 2020; C-17).

Infant Mortality

- Increase the proportion of pregnant women who attend a series of prepared childbirth classes (Healthy People 2020; MICH-12)