



Novant Health Rowan Medical Center

Community Benefit Implementation Plan

Rowan County, North Carolina

2019-2020

Approved by the Novant Health Rowan Board of Trustees on Monday, October 21, 2019

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I. Introduction

Novant Health Rowan Medical Center, in partnership with Rowan County Health Department (RCHD), Rowan County United Way, and Healthy Rowan conducted a community health needs assessment in 2018 to identify the most pressing health needs in our community. Novant Health Rowan Medical Center will enhance the community's health by offering health and wellness programming, clinical services, and financial support to meet the identified health needs.

a. Organization Overview

Novant Health Rowan Medical Center is an integral part of the Novant Health system (collectively known as "Novant Health"). Novant Health (NH) 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 280,000 employees and physician partners care for patients and communities in North Carolina, South Carolina, and Virginia.

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 Rowan Medical Center (NHRMC) is a 268-bed tertiary care hospital, providing a full continuum of services, including emergency, maternity care, surgery, diagnostics, rehabilitation, and other specialty care such as hospice, psychiatric and chemical dependency.

b. Our Community

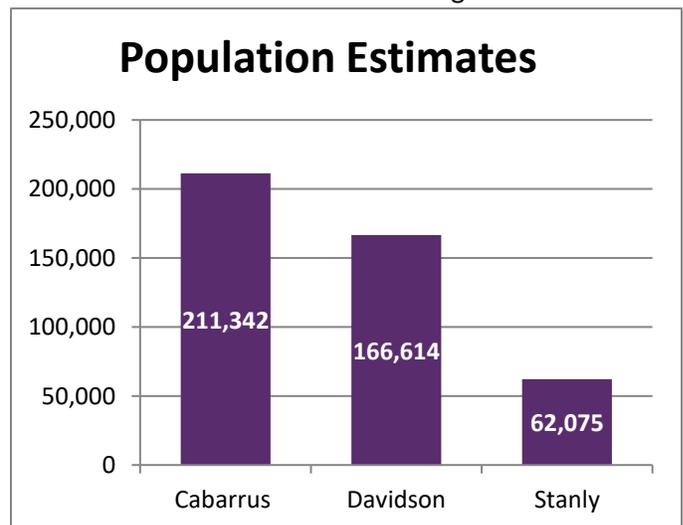
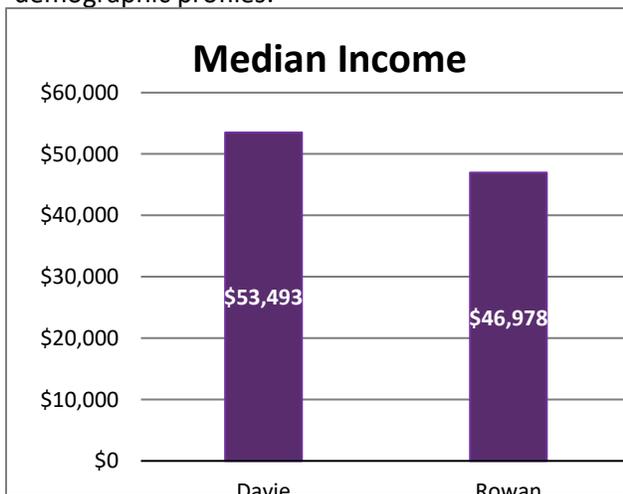
Primary and Secondary Service Areas

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

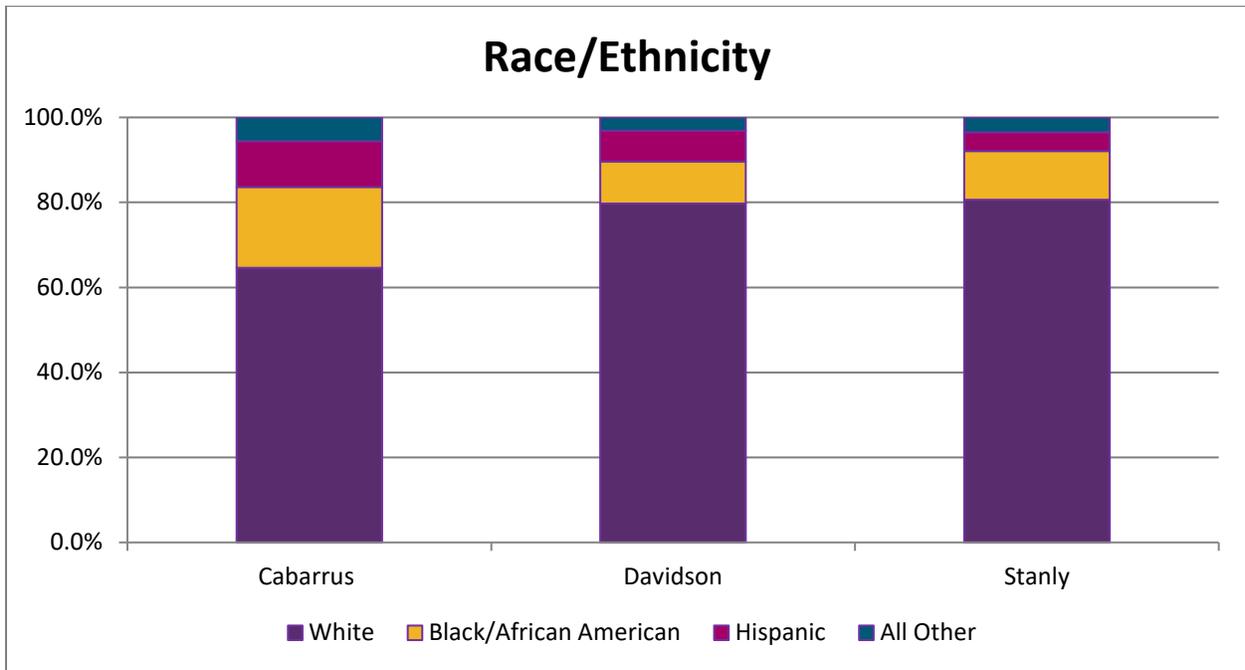
Zip Code	City	County
27013	Cleveland	Rowan
27028	Mocksville	Davie
28023	China Grove	Rowan
28138	Rockwell	Rowan
28144	Salisbury	Rowan
28146	Salisbury	Rowan
28147	Salisbury	Rowan
28159	Spencer	Rowan

Rowan County, which constitutes the vast majority of Novant Health Rowan Medical Center’s primary service area and defined community, includes the county seat of Salisbury. Based on 2018 estimates¹, Rowan County has a population of 140,644 residents. Estimates indicate that Rowan County’s population grew 1.5% since the 2010 US Census when there were an estimated 138,442 county residents. The population is expected to grow 3% from 2020-2030. The county is located between the State’s largest city, Charlotte, and its capital, Raleigh. The county covers 511.37 square mile area, with an average of 275.0 persons per square mile based on 2017 population estimates.

The Secondary Service Area for Novant Health Rowan Medical Center covers a three-county radius, including: Cabarrus, Rowan, and Stanly Counties. According to the 2018 U.S. Census estimates and the 2017 American Community Survey Data, the aforementioned counties include the following demographic profiles:



¹ US Census Bureau 2018. State and County QuickFacts. <http://quickfacts.census.gov/qfd/states/37/37159.html>



Population

Based on 2018 estimates², Rowan County has a population of 140,644 residents. Estimates indicate that Rowan County’s population grew 1.5% since the 2010 US Census when there were an estimated 138,442 county residents. The population is expected to grow 3% from 2020-2030. The county is located between the State’s largest city, Charlotte, and its capital, Raleigh.

Rowan County Population By Race & Ethnicity (2018)

	Rowan County	North Carolina
Population Estimate	141, 262	10,383,620
Persons Under 5 Years	5.8%	5.9%
Persons Under 18 Years	22.2%	22.2%
Person 65 Years & Over	17.6%	16.3%
Female Persons	50.6%	51.4%
White Alone	71.7%	62.8%
Black/African-American Alone	16.8%	22.2%
American Indian & Alaska Native Alone	0.6%	1.6%
Asian Alone	1.3%	3.2%
Native Hawaiian & Other Pacific Islander Alone	0.1%	0.1%
Two or More Races	1.7%	2.3%
Hispanic or Latino	9.2%	9.6%

Source: U.S. Census Bureau (2018). *Race/Ethnicity percentages in this chart total more than 100%, as individuals may*

² US Census Bureau 2018. State and County QuickFacts. <http://quickfacts.census.gov/qfd/states/37/37159.html>

self-select multiple categories.

Children and adolescents make up just under one-quarter (22.2%) of the population in Rowan County, while seniors make up 17.1% of the population. Non-white minorities currently make up 28.8 % of the racial demographic in Rowan County. Demographic data for Rowan County is outlined below:

Median Household Income		Population Educational Attainment (≥ 25 yrs. old)		Poverty Rate	
Rowan County	\$46,978	< HS diploma/GED	15.5%	All ages (Rowan County)	16.8%
		HS diploma/GED	33.1%	All ages (North Carolina)	16.1%
North Carolina	\$50,320	Some college or associate's degree	33.0%	Children (0-17) (Rowan County)	25.6%
		Bachelor's degree	13.3%	Children (0-17) (North Carolina)	22.9%
		≥ Graduate degree	5.1%		

Source: U.S. Census Bureau (2018)

Source: ACS (2013-2017)

Source: ACS (2013-2017)

Rowan County residents earn a median income that is lower than the North Carolina state average. According to the U.S. Census American Fact Finder, approximately (18.4%) of Rowan County residents age 25+ have attained a bachelor's degree or higher³. A key indicator to evaluate the economic condition of Rowan County is the poverty rate. The poverty rate for Rowan County residents, though higher than the NC rate, continues to decline in comparison to the North Carolina rate. The poverty rate for children (ages 0-17) in Rowan County, is 2.7% higher than the NC State average, but is also declining compared to past rates.

II. Prioritized Health Needs

Identified Significant Health Needs

After data was collected from the Community Health Opinion Survey, the focus groups, and secondary data sources it was presented at two steering committee meetings on July 11th and August 8th, 2018. At these meetings, steering committee members were asked to share their opinions on what data should be acted upon at the end of the assessment process. Their feedback, combined with the top concerns and priorities reported in the Community Health Opinion Survey and Focus Groups, helped inform the Advisory Group's selection of 9 focus areas:

- Affordable Housing and Homelessness
- Violent Crime
- Child Abuse and Neglect
- Transportation to Essential Health and Human Services

³ U.S. Census Bureau. American FactFinder 2018.

<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

- Employment and Workforce Readiness
- Access to Healthcare
- Healthy Lifestyle Behaviors
- Substance Use
- Mental Health

a) County Prioritization

On September 26th, 2018, a steering committee meeting was held at Rowan County Department of Social Services and the public was invited to participate. After a presentation of the most salient data on each of the focus area topics, each attendee was invited to submit an anonymous vote on a paper ballot of their top three priorities. The ballots asked people to vote their top three in two categories, most important to the community and most actionable and realistic. Results of those two categories were combined to identify priority issues. A total of 54 ballots were cast, and yielded the focus areas of Substance Use, Mental Health, and Healthy Lifestyle Behaviors (See table below).

Focus Areas	Combined	Rank
Substance Use Disorders	95	1
Mental Health	51	2
Healthy Lifestyle Behaviors	41	3
Employment and Workforce Readiness	28	4
Child Abuse and Neglect Violent Crime	26	5
Violent Crime	24	6
Access to Healthcare	23	7
Transportation to Essential Health and Human Services	14	8
Affordable Housing and Homelessness	14	9

Recommended Prioritized Health Outcomes

The following were established as Rowan County’s health priorities for the next three years (2019-2021):

- Mental Health
- Substance Use
- Healthy Lifestyle Behaviors

b) Facility prioritization

In addition to the community rankings, Novant Health Rowan Medical Center reviewed the top five diagnosis codes for inpatient and outpatient hospital emergency room visits from July – December 2018.

Novant Health Rowan Medical Center Emergency Department
Top 5 Diagnoses YTD July - December 2018

Inpatient		Outpatient	
Diagnosis	Volume	Diagnosis	Volume
Sepsis, unspecified organism	171	Chest pain, unspecified	587
Pneumonia, unspecified organism	96	Acute upper respiratory infection, unspecified	463
Acute kidney failure, unspecified	95	Other chest pain	437
Chronic obstructive pulmonary disease w (acute) exacerbation	91	Urinary tract infection, site not specified	346
Non-ST elevation (NSTEMI) myocardial infarction	86	Headache	329

A review of the hospital emergency room visits indicated that many of the top inpatient diagnosis codes are correlated with CHA findings: kidney disease can be correlated to substance use and heart and respiratory conditions to chronic disease and healthy behaviors. 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 and/or stroke, chronic stress and chronic issues related to aging.

Upon a comprehensive review of the community’s recommended prioritized outcomes and NHRMC’s ED top 5 diagnosis codes, the Novant Health Rowan 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 two top significant health priorities for Novant Health Rowan Medical Center:

1. Chronic Disease – Management and Prevention
2. Mental health and Substance Use

III. Issues for remediation

Novant Health Rowan Medical Center is committed to working to address the identified areas of need through resource allocation and support of the following programs:

<u>IDENTIFIED PRIORITY:</u>	<u>PROGRAM:</u>	<u>ACTION:</u>	<u>INTENDED OUTCOME:</u>
<ol style="list-style-type: none"> 1. Mental Health 2. Substance Use 	<ol style="list-style-type: none"> 1. Mental Health Screenings and Education 2. Opioid Intervention 	<ol style="list-style-type: none"> 1. Provide basic mental health education to individuals from various community sectors. 2. Implement a post-overdose response team 	<ol style="list-style-type: none"> 1. Create awareness of the impact of trauma and mental health conditions and provide tools to build resiliency. 2. Increase the number of individuals connected to substance use disorder treatment and services within the community.
<ol style="list-style-type: none"> 3. Chronic Disease – Management and Prevention 	Wellness Education and Screenings	<p>Working in collaboration with community partners, offer free health education and subject matter expertise regarding healthy behaviors, chronic disease management and access to care.</p> <p>Provide free community screenings including BMI, blood pressure, & diabetes.</p>	Increase awareness of chronic disease prevention management and strategies.

IV. Unaddressed health needs

Novant Health Rowan Medical Center is unable to impact all identified county priorities, but will support community partners as appropriate with the following known issue:

Need	Explanation
• Healthy Lifestyle Behaviors	Other agencies addressing need

V. Role of the board and administration

The Novant Health Rowan Board of Trustees and Novant Health Rowan Medical Center administration are active participants in the community benefit process. Through strategic planning initiatives focused on chronic disease management and prevention, and mental health and substance use, 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

Appendix A: Advisory Committee Represented Agencies

Agency
Blanche and Julian Robertson Foundation**
City of Salisbury
Smart Start Rowan**
Healthy Rowan**
Rufty-Holmes Senior Center**
Rowan County Department of Social Services**
Rowan-Salisbury Schools
Rowan County Health Dept*
United Way of Rowan County**
Novant Health Rowan Medical Center

- *Representative of a state, local, tribal, or regional governmental public health department (or equivalent department or agency)
- ** Members of medically underserved, low-income, and minority populations in the community served by the hospital facility, or individuals or organizations serving or representing the interests of such populations