



Novant Health Thomasville Medical Center

Community Benefit Implementation Plan

Davidson County, North Carolina

2019-2021

Approved by the Novant Health Thomasville Medical Center Board of Trustees on October 15, 2019

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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 2017 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, 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 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, Total Joint Center, Novant Health Heart and Vascular Institute and Sleep Health.

b. Our Community

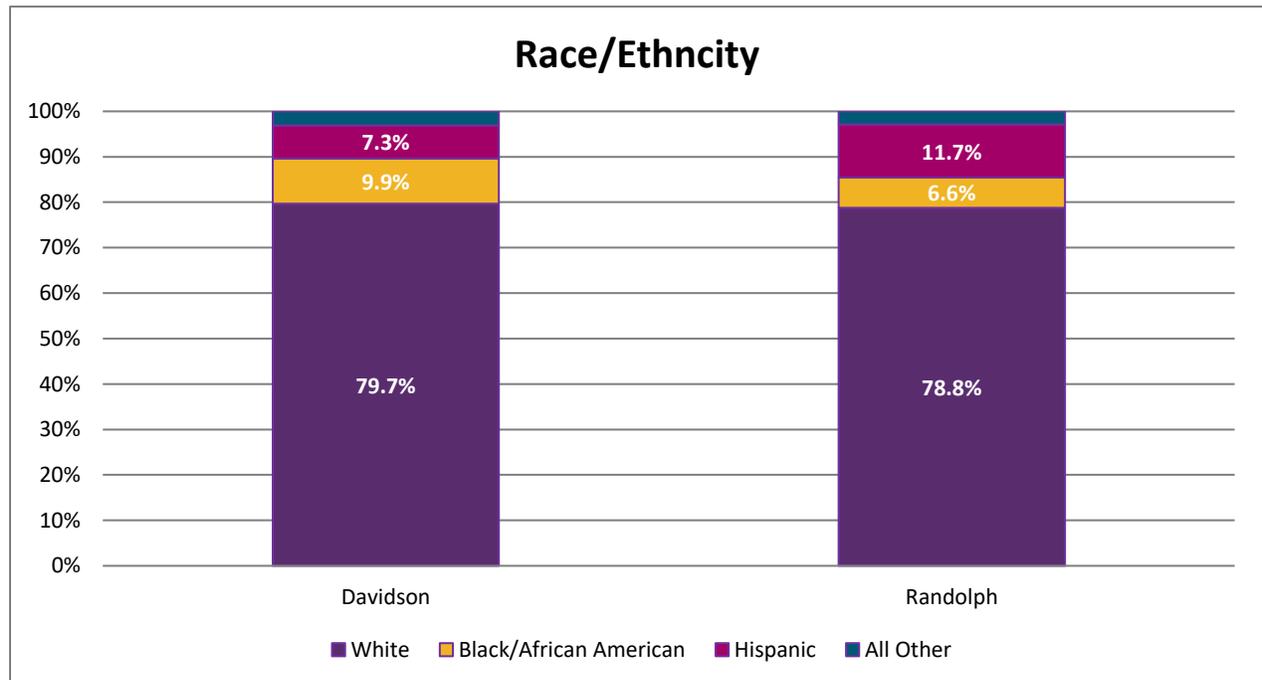
Primary and Secondary Service Areas

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:

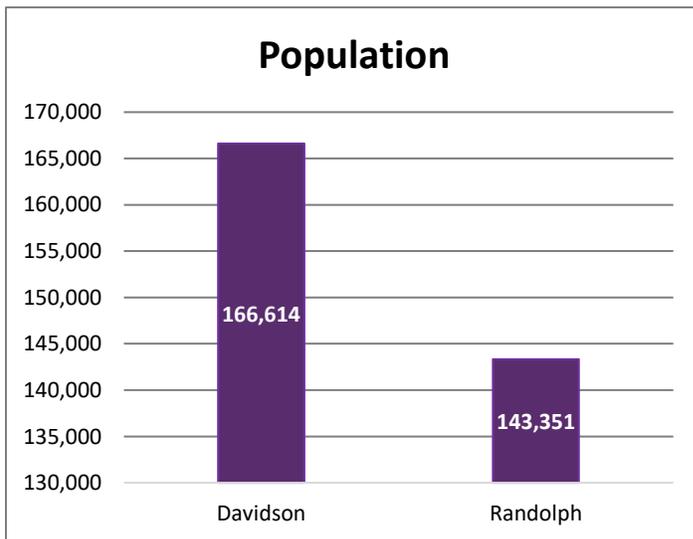
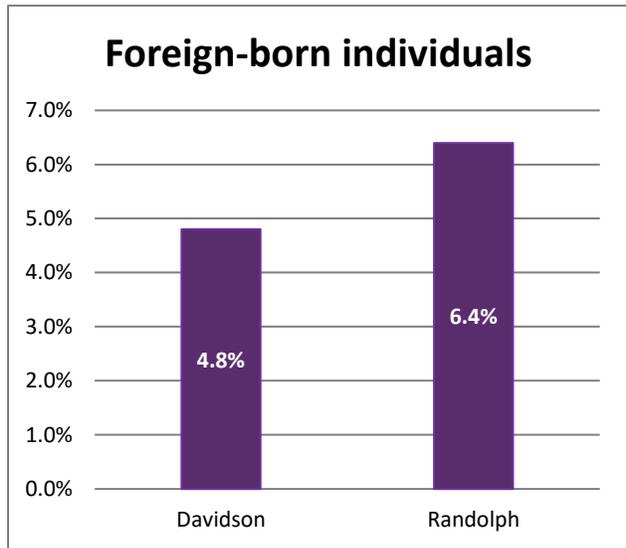
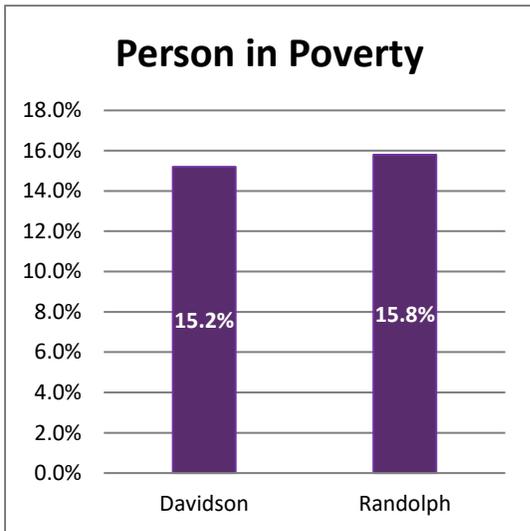
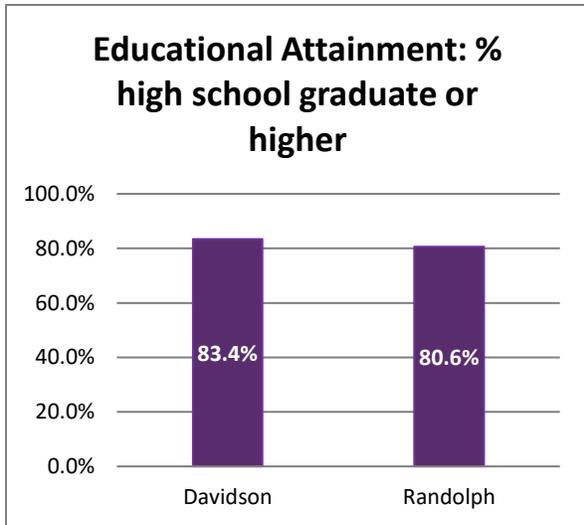
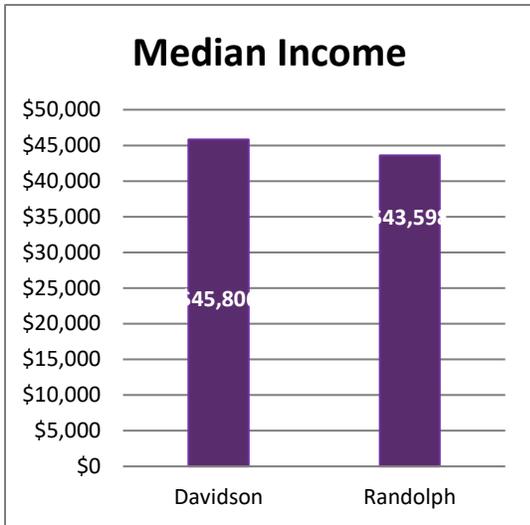
Zip Code	City	County
27292	Lexington	Davidson
27295	Lexington	Davidson
27360	Thomasville	Davidson
27370	Trinity	Randolph

Though there two counties in the Novant Health Thomasville Medical Center Primary Service Areas, 93% of the patients in the Primary Service Area reside in Davidson County, while 89% of the patients in the Primary and Secondary Service Areas reside in Davidson County.

The Secondary Service area of Novant Health Thomasville Medical Center covers the same geographic area, encompassing Davidson and Randolph Counties. A comparison of county data from each geographic area from which the hospital draws its patients was conducted. Based on comparison of race/ethnicity, median income, educational attainment, persons in poverty and foreign-born individuals, Davidson County represents the highest population of potentially underserved, low-income and minority individuals from the Primary Service Area.



Source: U.S. Census Bureau (2018)



Source for all graphs: U.S. Census Bureau (2017)

Population

Children under 18 make up 21.9% of the population in Davidson County, while seniors make up 18.2% of the population. Over the next 15 years, the senior population in Davidson County is projected to steadily increase. This trend may put a strain on healthcare services in Davidson County because health care for older persons is different from that provided to other age groups in several respects: greater resource demands, the intertwining of professional health services with social services, the frequent occurrence of important ethical conundrums, and a higher prevalence of physical and mental disabilities.¹ Non-white minorities currently make up 20.0% of the racial demographic in Davidson County. Detailed demographic data for Davidson County is outlined below:

Davidson County Population By Race & Ethnicity (2018)

	Davidson County	North Carolina
Population Estimate	166,614	10,383,620
Persons Under 5 Years	5.6%	5.9%
Persons Under 18 Years	21.9%	22.2%
Person 65 Years & Over	18.2%	16.3%
Female Persons	51.1%	51.4%
White Alone	79.7%	62.8%
Black/African-American Alone	9.9%	22.2%
American Indian & Alaska Native Alone	0.8%	1.6%
Asian Alone	1.6%	3.2%
Native Hawaiian & Other Pacific Islander Alone	0.1%	0.1%
Two or More Races	1.7%	2.3%
Hispanic or Latino	7.3%	9.6%

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

Davidson County residents earned less than the average resident in the State of North Carolina. In Davidson County, the 2018 median household income was approximately \$4,500 below the North Carolina average. This income gap has widened by \$1,000 since 2014. 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 .3%, and the poverty rate for children (ages 0-17) in Davidson County, is 0.6% lower than the North Carolina State average.⁴

¹ 4 National Center for Biotechnology Information (NCBI). The Health of Aging Populations. <https://www.ncbi.nlm.nih.gov/books/NBK98373/>

Median Household Income		Population Educational Attainment (≥ 25 yrs. old)		Poverty Rate	
Davidson County	\$45,806	< HS diploma/GED	16.6%	All ages (Davidson County)	15.8%
		HS diploma/GED	33.6%	All ages (North Carolina)	16.1%
North Carolina	\$50,320	Some college or associate's degree	31.7%	Children (0-17) (Davidson County)	22.3%
		Bachelor's degree	12.9%	Children (0-17) (North Carolina)	22.9%
		\geq Graduate degree	5.2%		

Source: U.S. Census Bureau (2018)

Source: ACS (2013-2017)

Source: ACS (2013-2017)

II. Prioritized Health Needs

Identified Significant Health Needs

From participant responses, it was apparent that chronic health problems, aging problems, mental health, substance abuse and economic issues are the most frequently identified 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) opioid crisis, 3) mental health, 4) diabetes, and 5) aging problems.
- 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 (incl. both prescription drugs and illegal drugs), 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) Substance abuse/misuse, 2) affordability of health services, 3) availability of healthy food choices in restaurants and grocery stores, 4) crime, and 5) transportation options.

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

- 1) Access to healthcare
- 2) Aging population
- 3) Lack of exercise/poor physical fitness
- 4) Chronic diseases
- 5) Obesity
- 6) Food insecurity
- 7) Infant/maternal health

- 8) Transportation options
- 9) Mental health
- 10) Crime
- 11) Smoking/tobacco use
- 12) Substance abuse/misuse

a) County Prioritization

The CHNA Team conducted a *Davidson County Community Health Forum* on November 16 at the Davidson County Community College campus in Thomasville. This event provided community stakeholders and county residents an opportunity to share their opinions and inform the community health assessment priority-selection process. The forum was advertised in local papers, fliers were distributed via email, and participants were recruited by members of the Davidson County Healthy Communities Coalition Steering Committee. The forum lasted two hours and included a PowerPoint presentation by the public health consultant that summarized major findings of secondary data research and results of the community health survey. The presentation was followed by distribution of a ballot asking participants to list – *in no particular order* – the *five* issues they identified from the data in the presentation as the most important in Davidson County. The ballot included guidelines to help the participants create their lists thoughtfully and realistically.

Fourteen members of the Davidson County Healthy Communities Coalition, which serves as the Steering Committee for the 2018 CHA/CHNA, met on December 6, 2018, at which meeting the Health Education Supervisor with the Davidson County Health Department provided a PowerPoint overview of the primary and secondary data that had been gathered, along with the initial prioritization from balloting that occurred on November 16. After discussion, attendees were asked to list, *in rank order*, what they considered to be the *three* most important issues to address in Davidson County. The Health Department combined these issues into a list of the overall most significant health issues – or priorities – in the county.

b) Recommended Prioritized Health Outcome

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

- Substance misuse
- Mental health
- Chronic disease
- Access to care

c) 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 July to December 2018.

Novant Health Thomasville Medical Center Emergency Department
Top 5 Diagnoses YTD July – December 2018

Inpatient		Outpatient	
Diagnosis	Volume	Diagnosis	Volume
Sepsis, unspecified organism	65	Acute upper respiratory infection, unspecified	348
Chronic obstructive pulmonary disease w (acute) exacerbation	56	Urinary tract infection, site not specified	347
Pneumonia, unspecified organism	50	Chest pain, unspecified	274
Hypertensive heart disease with heart failure	48	Other chest pain	231
Hypertensive heart & chronic kidney dis w heart fail and stg 1-4/unspecified chronic kidney disease	43	Strain of muscle, fascia and tendon of lower back, initial encounter	222

A review of the hospital emergency room visits indicated that many of the top inpatient diagnosis codes are correlated with chronic issues frequently 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 stress, chronic upper 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 Novant Health 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 three top significant health priorities for Novant Health Thomasville Medical Center:

1. Chronic Disease
2. Substance Abuse and mental health
3. Access to Care

III. Issues identified for remediation

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

a) Priority 1: Chronic Disease:

GOALS	INTENDED OUTCOME
Support initiatives that work toward early detection and treatment with emphasis on education and intervention.	<p>Establish bi-monthly diabetes drop-in for community, providing a diabetes education, the 1st and 3rd Thursdays from 3-4pm. No appointment needed. Show 10% increase annually of participation and monitor changes in ED utilization for diabetic related problems.</p> <p>Utilize Center for Health and wellness to expand regular classes and programming for education, support, and prevention of early detection and intervention of chronic diseases, including cooking classes and exercises.</p>

b) Priority 2: Substance Abuse and Mental Health:

GOALS	INTENDED OUTCOME
Support initiatives that provide early detection and treatment with emphasis on reducing progression of mental health and substance misuse with specific focus on those individuals between 18-40 years of age.	<p>Show a 5% decrease of community members presenting to ED for mental health and behavioral health issues more than twice annually by hosting community education programs in specific identified neighborhoods utilizing the 3D map from 2018 encounters and partnering with local agencies.</p> <p>Increase capacity building by actively partnering with the new Davidson County Substance Abuse Coordinator as evidenced by meeting at least quarterly and provide team members to serve on newly formed committees for community initiatives, and compile rosters of audience and number of attendees for each showing of Resilience for support evidence of community awareness education.</p> <p>Utilize Center for Health and Wellness to expand outpatient behavioral health services to include substance abuse and addiction therapy.</p>

c) Priority 3: Access to Care:

GOALS	INTENDED OUTCOME
Implement step by step process for community events to show increase in access to care as evidence by how many appointments are scheduled for participants at identified screenings and how many appointments scheduled are kept.	Utilize the 3D maps to identify top areas of concern in the county and schedule community events at least quarterly to provide health screenings and ability to schedule follow up appointments for participants and Medical Ministries. If other concerns are expressed or identified during the community screenings, support patient navigation to resources in NH MyCommunity.

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>Drug and alcohol abuse</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

	<ul style="list-style-type: none"> • 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 - Obesity/Overweight - Smoking and tobacco use 	<ul style="list-style-type: none"> • Central United Methodist Church – Denton • Cooperative Community Ministries • Crisis Ministries • 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

	<ul style="list-style-type: none"> • Shepherd’s Inn Homeless Shelter • Thomasville Church Homes • Thomasville Housing Authority • Tomlinson Hill Apartments • Community Action – Lexington • DavidsonWorks • Department of Social Services- 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 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)