



Novant Health Rehabilitation Hospital

Community Benefit Implementation Plan

Forsyth County, North Carolina

2022 -2024

Approved by the Novant Health Triad Region Board of Trustees on December 13, 2022

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I. Introduction

Novant Health Rehabilitation Hospital, an affiliate of Encompass Health, in partnership with the Forsyth County Department of Public Health, and Forsyth County community partners conducted a community health needs assessment in 2021 to identify the most pressing health needs in our community. Novant Health Rehabilitation Hospital will enhance the community's health by serving as the leading provider of inpatient rehabilitation for stroke, hip fracture, brain injury, amputation, and other complex neurological and orthopedic conditions.

a. Organization Overview

Novant Health is an integrated network of hospitals, physician clinics, and outpatient facilities that delivers a seamless and convenient healthcare experience to communities in North Carolina, South Carolina, and Georgia. The Novant Health network consists of more than 1,800 physicians and over 35,000 team members who provide care at more than 800 locations, including 15 hospitals and hundreds of outpatient facilities and physician clinics. Diversity MBA Magazine ranked Novant Health first in the nation on its 2021 list of "Best Places for Women & Diverse Managers to Work." In 2021, Novant Health provided more than \$1.1 billion in community benefit, including financial assistance and services.

Mission

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

Our team members and physician partners strive every day to bring our mission, vision, and values to life. We demonstrate this commitment to our patients in many 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 socially responsible organization, working with community agencies and organizations to make our communities better places to live and work.

Novant Health Rehabilitation Hospital (NHRH), an affiliate of Encompass Health, is our inpatient rehabilitation hospital and uses an interdisciplinary team approach that includes physical, speech and occupational therapists, rehabilitation physicians, rehabilitation nurses, case managers, dietitians and more. Patients receive therapy while under the constant care of registered nurses, many of whom specialize in rehabilitation, and have independent private practice physician visits. Rehabilitation is covered in full or part by most health insurance plans, including Medicare and Medicaid.

b) Our Defined Community

Primary and secondary service areas

The Primary Service Area for Novant Health Rehabilitation Hospital is defined by the zip codes that represent at least 75% of the hospital’s in-patient population as outlined below:

Zip Code	City	County	Zip Code	City	County
27106	Winston Salem	Forsyth	27052	Walnut Cove	Stokes
27103	Winston Salem	Forsyth	27006	Advance	Davie
27127	Winston Salem	Forsyth	27041	Pilot Mountain	Surry
27284	Kernersville	Forsyth	28621	Elkin	Surry
27105	Winston Salem	Forsyth	27018	East Bend	Yadkin
27107	Winston Salem	Forsyth	27020	Hamptonville	Yadkin
27030	Mount Airy	Surry	27023	Lewisville	Forsyth
27104	Winston Salem	Forsyth	27051	Walkertown	Forsyth
27012	Clemmons	Forsyth	27017	Rockford	Surry
27295	Lexington	Davidson	24333	Galax	Galax City
27021	King	Stokes	27043	Pinnacle	Stokes
27028	Mocksville	Davie	27265	High Point	Guilford
27040	Pfafftown	Forsyth	28642	Arlington	Yadkin
27045	Rural Hall	Forsyth	27019	Germantown	Stokes
27101	Winston Salem	Forsyth	27288	Eden	Rockingham
27055	Yadkinville	Yadkin	27292	Yadkin	Davidson
27360	Thomasville	Davidson	28659	North Wilkesboro	Wilkes

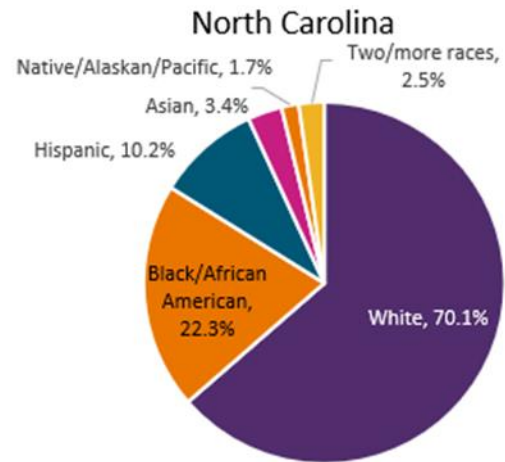
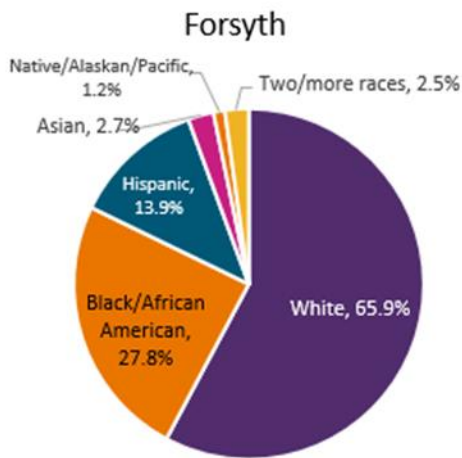
There are 10 counties in the NHRH Primary Service Area (PSA): Davidson, Davie, Forsyth, Galax City, Guilford, Rockingham, Stokes, Surry, Wilkes, and Yadkin. 46.6% of patients reside in the PSA of Forsyth County and 48% of patients reside in the Primary and Secondary Services Areas of Forsyth County. The PSA does not include more than 8% of the total in-patient population from any other county. Most patients reside in Forsyth County and it represents the highest population of potentially underserved, low-income and minority individuals. Therefore, Forsyth County will be the sole focus of demographic, health, and social indicators.

The Secondary Service Area covers a 52-county radius across North Carolina and Virginia.

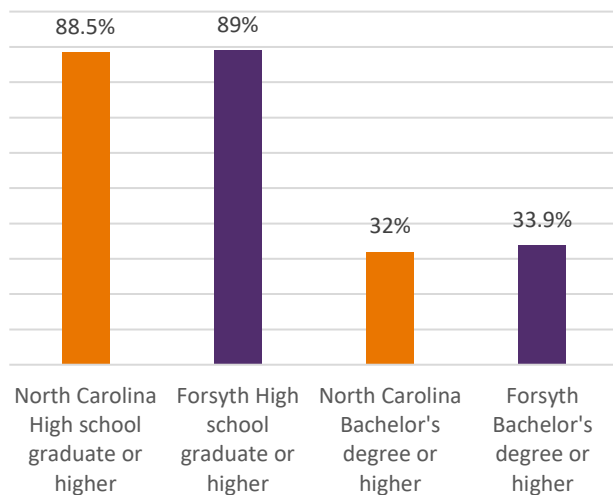
Forsyth County Population: Demographics

Forsyth County includes Winston Salem, the most populated city, and the County Seat. It has a population of 385,523 compared to the total North Carolina population of 10,551,162.

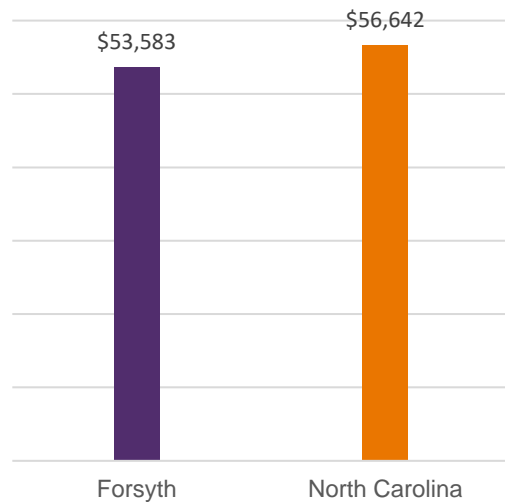
Race and Ethnicity



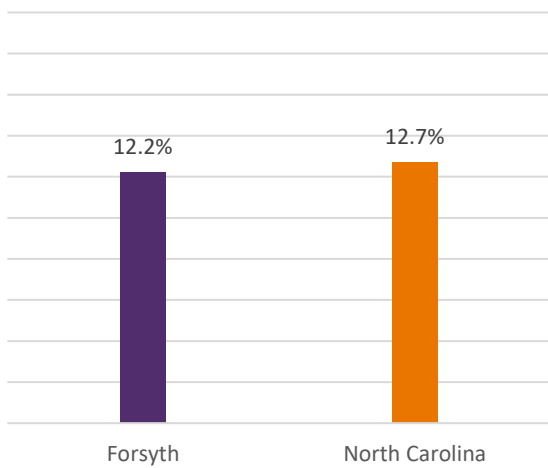
Education Attainment



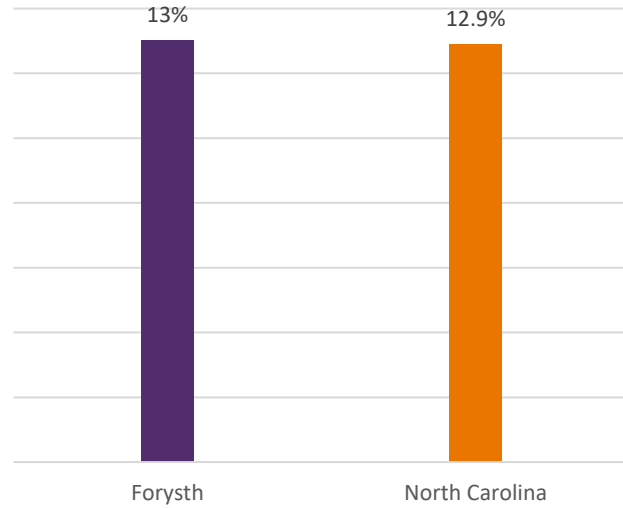
Median Income



Persons without health insurance under age of 65



Poverty



Source for above graphs: U.S. Census Bureau (2021)

Demographics	Forsyth County		North Carolina	
	Population	Percentage	Population	Percentage
Persons Under 5 Years	22,479	5.6%	605,299	5.8%
Persons Under 18 Years	87,191	23%	2,301,596	22.2%
Person 65 Years & Over	60,329	15.9%	1,688,354	16.3%
Female Persons	198,966	52.6%	5,333,560	51.4%

Sources: ACS Census Bureau North Carolina, ACS Census Bureau Forsyth County

Length of Life	Top U.S. Performers	North Carolina	Forsyth County
Years of potential life lost before age 75 per 100,000 population (age-adjusted).	5,600	8,000	8,100
Clinical Care	Top U.S. Performers	North Carolina	Forsyth County
Ratio of population to primary care physicians	1,010:1	1,400:1	860:1
Ratio of population to dentists	1,210:1	1,710:1	1,570:1
Ratio of pop. to mental health providers	250:1	360:1	310:1
Physical Environmental	Top U.S. Performers	North Carolina	Forsyth County
Air Pollution – Particulate Matter (micrograms per cubic meter)	5.9	7.5	9.2
Percentage of households with overcrowding, high costs, lack of kitchen, or lack of plumbing	7%	12%	14%

Source: County Health Rankings & Roadmaps: Forsyth Health County Rankings

Forsyth County Population: Health Indicators

Forsyth County's leading causes of death in 2019 were cancer and heart disease. NHRH will consider health indicators such as leading causes of death for the Forsyth County population, but also consider how to impact root causes with analysis of social determinants of health, social risk, and social needs.

Rank	Leading Causes of Death in Forsyth 2019	Number	%
1	Cancer	729	20.7
2	Diseases of heart	666	18.9
3	All other unintentional injuries	201	5.7
4	Cerebrovascular diseases	198	5.6
5	Chronic lower respiratory diseases	179	5.1
6	Alzheimer's disease	171	4.9
7	Diabetes mellitus	120	3.4
8	Nephritis, nephrotic syndrome, and nephrosis	80	2.3
9	Influenza and pneumonia	66	1.9
10	Septicemia	63	1.8
	All other causes (Residual)	1043	29.7
	Total Deaths -- All Causes	3516	100.0

Source: State Center for Health Statistics, North Carolina

II. Prioritized health needs

Identified Significant Health Needs

Forsyth County's major health issues and key findings from the 2021 Community Health Assessment are as follows:

- **Chronic Diseases (primarily heart diseases and cancers):** The 2015-2019 overall 5-year rolling average chronic disease death rates for Forsyth County and North Carolina show a higher death rate due to chronic diseases in Forsyth County than the state.
- **Drug Overdose:** In 2020, there were 1,386 drug overdose deaths in Forsyth County. This statistic was equal to about 4.5% of North Carolina's drug overdose deaths in 2020.
- **Maternal and Infant health:** In 2019, 10.6% of Forsyth County resident births had a low birth weight in comparison to North Carolina's average of 9.3%. Also, in 2019, 12.2% of Forsyth County resident births were premature, 18.1% received inadequate prenatal care according to the Kotelchuck Index, and about 4.9% were born to mothers who smoked cigarettes. Forsyth County's infant mortality rate exceeded the state's infant mortality rate each year from 2016 to 2020.
- **Infant Mortality Disparity Ratio:** The infant mortality disparity ratio between White, Non-

Hispanic/Latino infants and Black, Non-Hispanic/Latino infants has ranged from a 5-year rolling average of 1.8 (2012-2016) to 2.8 (2016-2020). For the most recent period (2016-2020), Forsyth County’s Infant Mortality Disparity Ratio (2.8) exceeded the state’s rate of 2.6.

- **Mental Health:** The number of depression-related Emergency Department (ED) visits in 2020 (2,950) and 2021 (4,243) were lower than the average number of visits from 2017 to 2019 (greater than 5,000 each year). This was likely due to limited ED access for non-COVID-19 related emergencies during the pandemic. Next, data from the 2019 Winston-Salem/Forsyth County Schools (WS/FCS) Youth Risk Behavior Survey (YRBS) shows that 22.5% of middle school students have seriously considered attempting suicide, 14.1% have made a suicide plan, and 11.5% had attempted suicide at some point in their lives.
- **Violence-Related Behaviors:** Violent crime in Forsyth County increased from 651.3 per 100,000 population in 2016 to 912.5 per 100,000 population in 2020. During this period, Forsyth County’s annual violent crime rate was almost double the state’s annual violent crime rate.

a) County prioritization

The CHA Steering Committee will focus on the following health priorities for the 2022-2024 CHNA cycle with an emphasis on the social determinants that influence their health outcomes.

- Infant Mortality
- Infant Mortality Disparity Ratio
- Youth Violence
- Chronic Disease
- Behavioral Health (Drug Overdose and Mental Health)

b) Facility prioritization

In addition to the primary and secondary data described above, Novant Health Rehabilitation Hospital reviewed the top orthopedic services provided for hospital visits from July 2020 through June 2021. This data indicated that many of the top services provided are correlated with stroke recovery.

Novant Health Rehabilitation Hospital
Top Services Delivered July 2020 – June 2021

Service / Diagnosis	Volume
Stroke	411
Neurological conditions	273
Other disabling impairments	150
Brain dysfunction, non-traumatic	95
Amputation, lower extremity	81
Hip fracture	74
Orthopedic - other	74

Upon a comprehensive review of the primary and secondary data and NHRH’s most common services, the Novant Health Rehabilitation Hospital leadership team and Novant Health Triad Region 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 top two significant health priorities for NHRH:

1. Access to care and resources
2. Chronic disease

III. Addressing needs

With this 2022-2024 report, we are conducting NHRH’s CHNA one year early so that we can better align strategy and resources to address community health needs across all facilities in Novant Health’s Greater Winston Salem Market. This coordinated timing and alignment will ultimately provide a targeted community benefit response from NHRH and stronger impact for the communities served by NHRH.

Novant Health Rehabilitation Hospital is committed to working to address each of its prioritized areas of need through resource allocation and support of the following programs and actions:

Priority Need:	Program:	Action:	Intended Outcome:
Access to care and resources	Increase access to healthy foods	Enhance partnership with Second Harvest Food bank, Farm to Table organizations, launch food pharmacy, food pack program in primary care, healthy food packs after discharge.	Increased number of referrals and community members connected to appropriate care Access to tools/skills to build resiliency and access to resources/services within the community
	Increase access to affordable medication	Partnership with NC Med Assist (funding and mobile cruiser), Meds to Beds Walgreens program	
	Increase access to education	Funding for educational programs in birth to 5, college to career readiness and workforce development programs; bridges to healthcare.	
	Improve access to quality and affordable healthcare	Financial navigator for mobile patients to sign up for health insurance (\$25K), increase trust in healthcare across	

		community. Show up and represent the needs of the community – conduct focus groups and listen to what the community needs/wants.	
	Increase access to safe housing	Provide funding for safe, affordable housing, referrals through CHWs in MyCommunity.	
Chronic Disease	<p>Remarkable You screenings (A1C, Cholesterol, BMI, Blood Pressure) and educational programs to provide early detection of chronic disease and connection to a system of care in priority areas, especially 27101, 27103, 27105 and senior citizens</p> <p>Targeted support for senior citizens</p> <p>Mental Health and substance misuse</p>	<p>Chronic disease management in partnership with community organizations such as YMCA, faith community, etc.</p> <p>Support for senior citizens in the community to manage healthcare needs, health insurance access, partnership with senior services, house calls program (APPs in patient homes), compassionate AI project with referrals to patient based on scores</p> <p>Provide mental health first aid training to community organizations and faith congregations. Invest in and support programs that provide access to mental health for youth and adults to reduce stigma and quality support. Support expansion of Forsyth County mental health coalition.</p>	<p>Increase number of patients accessing screenings and connection to care</p> <p>Establish relationships with community partners to improve physical activity of community</p> <p>Opportunities to fund care connections team to provide support and navigation of resources, insurance, etc.</p> <p>Serving community members through cancer screening events, breast cancer education and screening</p>

Again, NHRH will focus resource allocation on these prioritized needs based on careful consideration of estimated feasibility and effectiveness of possible interventions. While NHRH will not prioritize the remaining significant health needs (listed above in Section II), it will support and collaborate with community partners as appropriate for the purpose of improving outcomes for identified needs that are better aligned with their scope of service.

In addition to the programs and services offered to the community through NHRH, there are various existing community assets available throughout the Forsyth County community that have additional programs and resources tailored to meet all identified health needs. The following is a list of valued community agencies that address those prioritized and non-prioritized needs:

Identified Health Need:	Local Community Resources Addressing Need:
Chronic Disease	NC Minority Diabetes Prevention Program Department of Public Health and Atrium Health CDC lifestyle program Forsyth Regional Opioid & Substance Use Team American Cancer Society
Access to Care and Resources	HealthCare Access Atrium Health Novant Health Second Harvest Food Bank NC Med Assist
Maternal and Infant Health and Infant Mortality Disparity Ratio	Care Management for at Risk Children (CMARC) Care Management for High Risk Pregnancies Forsyth County Infant Mortality Reduction Coalition Nurse Family Partnership Special Supplemental Nutrition Program for Women, Infants, and Children AmeriHealth Caritas Atrium Health Novant Health HealthCare Access ImprintsCares March of Dimes Newborns in Need Outreach Alliance Parenting PATH Piedmont Health Services & Sickle Cell Agency PowerUp Smart Start Wake Forest School of Medicine
Mental Health	Mental Health Association Project HOPE Project Healthy Minds THRIVE Young Adult Group Daymark Recovery Services
Violence-related behaviors	National Safe Kids
Drug Overdose	Forsyth Regional Opioid & Substance Use Team (FROST) Department of Public Health

For a full list of community resources, visit www.novanthealth.org/mycommunity

IV. Role of the board and administration

The Novant Health Triad Region Board of Trustees and Novant Health Rehabilitation Hospital administration are active participants in the community benefit process. Through strategic planning initiatives, 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 planning team and hospital board members participate and provide influence on 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.

V. Appendix

Steering Committee – represented agencies

CHA Steering Committee
Agency
Forsyth County Department of Public Health*
Novant Health
Forsyth County Sheriff’s Office
Union Baptist Church
Winston Salem/Forsyth County Schools**
Forsyth County Emergency Medical Services
Forsyth Regional Opioid & Substance Use Team

- *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
- For a full list of agencies involved in the CHA process, including those representing underserved, low-income, and minority populations, please see the Forsyth County Department of Public Health’s full report