



Novant Health Rowan Medical Center

Community Health Needs Assessment

Rowan County, North Carolina

2022-2024

Approved by the Novant Health Rowan Medical Center Board of Trustees on October 26, 2022

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I. Introduction

Novant Health Rowan Medical Center, in partnership with Rowan County Health Department (RCHD) and Healthy Rowan, conducted a community health needs assessment in 2021 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 identified health needs.

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 Rowan Medical Center (NHRMC) is a 268-bed hospital offering a wide range of services in emergency, maternity, surgery, cancer, rehabilitation and other specialty care.

b. Our Defined Community

Primary and Secondary Service Areas

The Primary Service Area for Novant Health Rowan Medical Center 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
28081	Kannapolis	CABARRUS
27295	Lexington	DAVIDSON
27028	Mocksville	DAVIE
28144	Salisbury	ROWAN
28146	Salisbury	ROWAN
28147	Salisbury	ROWAN
28138	Rockwell	ROWAN
28023	China Grove	ROWAN
28159	Spencer	ROWAN
27013	Cleveland	ROWAN
27054	Woodleaf	ROWAN

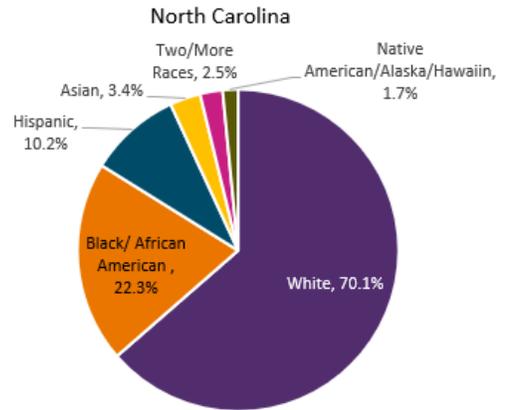
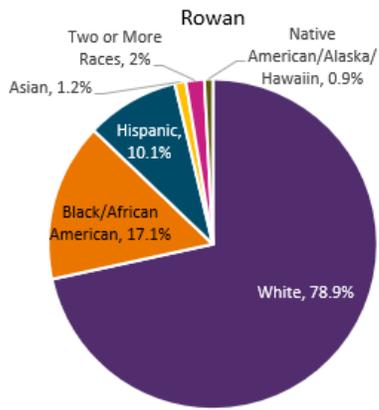
There are four counties in the Novant Health Rowan Medical Center Primary Service Area (PSA): Cabarrus, Davidson, Davie, and Rowan Counties. 71% of patients reside in the PSA of Rowan County and 76% of patients reside in the Primary and Secondary Service Areas of Rowan County. Most patients reside in Rowan County and it represents the highest population of potentially underserved, low-income and minority individuals from the Primary Service Area. Therefore, Rowan County will be the sole focus of demographic, health, and social indicators.

The Secondary Service Area covers a seven-county radius, including Cabarrus, Davidson, Davie, Iredell, Mecklenburg, Rowan, and Stanly Counties.

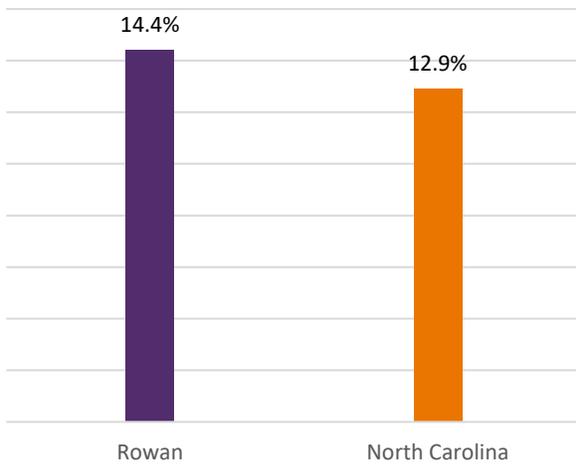
Rowan County Population: Demographics

Rowan County includes Salisbury, the most populated city and the County Seat. It has a population of 148,150 compared to the total North Carolina population of 10,551,162.

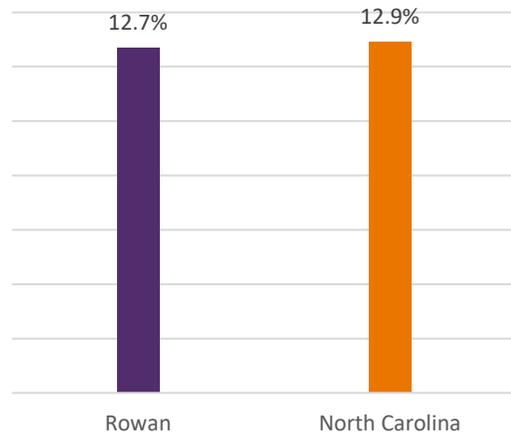
Race and Ethnicity

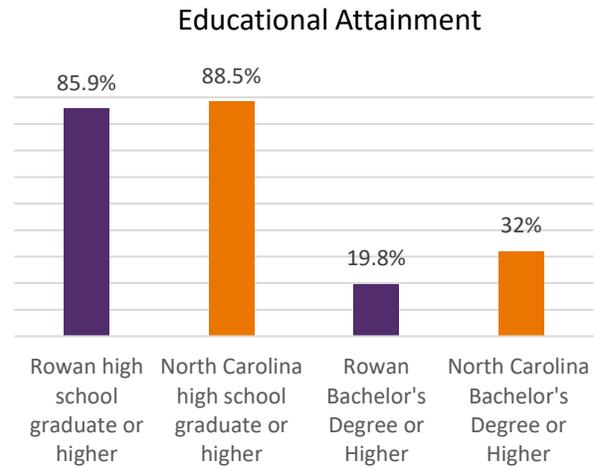
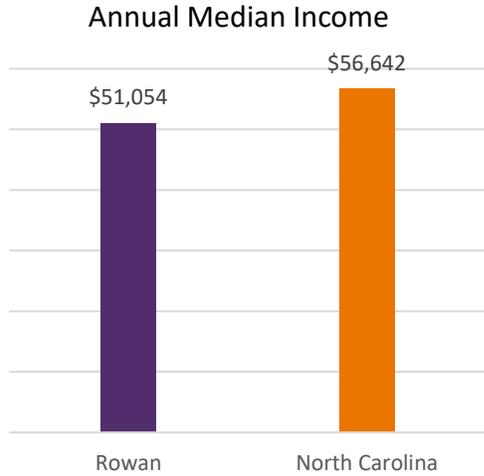


Poverty



Persons without health insurance under age 65





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

Demographics	Rowan County		North Carolina	
	Population	Percentage	Population	Percentage
Persons Under 5 Years	8,016	5.7%	605,299	5.8%
Persons Under 18 Years	31,420	22.3%	2,301,596	22.2%
Person 65 Years & Over	24,653	17.5%	1,688,354	16.3%
Female Persons	71,305	50.6%	5,333,560	51.4%

Sources: ACS US Census Survey Rowan, ACS US Census Survey North Carolina

Length of Life	Top U.S. Performers	North Carolina	Rowan County
Years of potential life lost before age 75 per 100,000 population (age-adjusted).	5,600	8,000	9,800
Clinical Care	Top U.S. Performers	North Carolina	Rowan County
Ratio of population to primary care physicians	1,010:1	1,400:1	2,450:1
Ratio of population to dentists	1,210:1	1,710:1	2,100:1
Ratio of pop. to mental health providers	250:1	360:1	420:1
Physical Environmental	Top U.S. Performers	North Carolina	Rowan 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%	11%

Source: Health County Rankings 2022

Rowan County Population: Health Indicators

Rowan County’s leading causes of death in 2019 were heart disease and cancer. NHRMC will not only consider health indicators such as leading causes of death for the Rowan County population, but also consider how to impact root causes with an analysis of social determinants of health, social risks, and social needs.

Leading Causes of Death in Rowan County in 2019			
Rank	Cause of Death	Number	%
1	Diseases of heart	356	21.8
2	Cancer	346	21.2
3	Chronic lower respiratory diseases	95	5.8
4	All other unintentional injuries	84	5.1
5	Cerebrovascular diseases	72	4.4
6	Alzheimer's disease	62	3.8
7	Influenza and pneumonia	57	3.5
8	Diabetes mellitus	40	2.4
9	Nephritis, nephrotic syndrome and nephrosis	39	2.4
10	Chronic liver disease and cirrhosis	32	2
	All other causes (Residual)	451	27.6
	Total Deaths – All Causes	1,634	100.0

Source: NC State Center for Health Statistics

Rowan County Population: Social Indicators

Social Determinants of Health (SDOH) are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health functioning, and quality-of-life outcomes and risks.

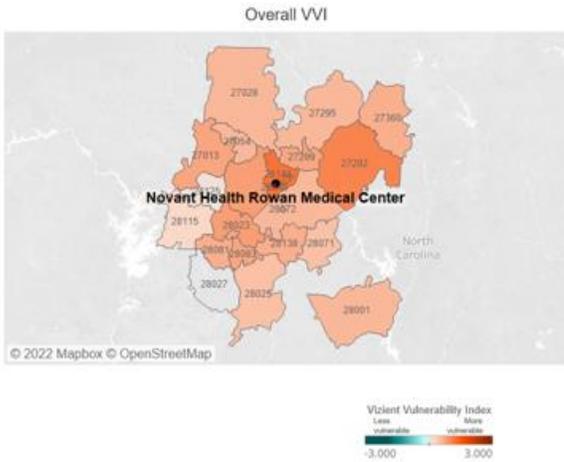
Social Risk is adverse social conditions associated with poor health outcomes, such as food insecurity and housing instability.

Social Needs are the nonclinical needs that individuals identify as essential to their well-being.

Source for definitions: [Healthy People 2030](#), [Health Affairs](#), [The Milbank Quarterly](#)

Domains and Components: Novant Health Rowan Medical Center

Each of these maps illustrates the regional variation in the overall VVI, the eight specific domain vulnerabilities, and three selected components that will be referenced in the clinical outcomes and utilization section.



Data source: CDB district patients of any age seen in this hospital in any setting 2019-2020, identified by zip code. Zip codes representing less than 0.5% of all hospital patients are omitted from map.



In addition to the domains, two specific components were identified for inclusion in this analysis due to their reliable relationships with specific metrics across member hospitals.

In particular, the Food Desert component shows a relationship with Diabetes metrics, while the Single Parents component shows a relationship with ED metrics and Maternal Care metrics.

vizient.

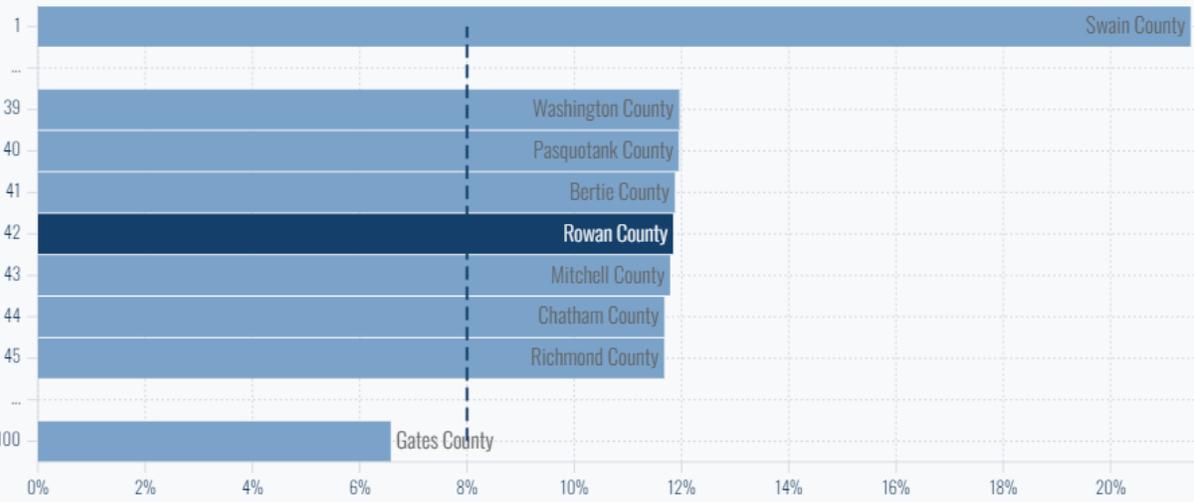
According to the Vizient Vulnerability Index (screenshot provided above) released in January 2022, patients admitted to Rowan Medical Center experience the most profound social risks if they live in zip codes 27292, 28144, and 28159. These zip codes experience disproportionately high social risks when compared to their counterpart neighborhoods. Areas of particular concern include access to healthcare, poverty, access to early childhood education, and food insecurity.

When segmented by race and ethnicity, Pacific Islander, Black, and Native American patients tend to skew more vulnerable than other groups.

Access to Care

Rowan County's uninsured rate in 2019 was 11.8%, with a target to reduce that rate to 8% by 2030, according to Healthy Communities NC. The dotted line in the graph below shows the targets for Rowan County by 2030. A higher rate of individuals with healthcare insurance would lead to improved health outcomes and a higher quality of life for this population.

ROWAN COUNTY AND NEIGHBORS IN THE UNINSURED RATE RANKING, 2019

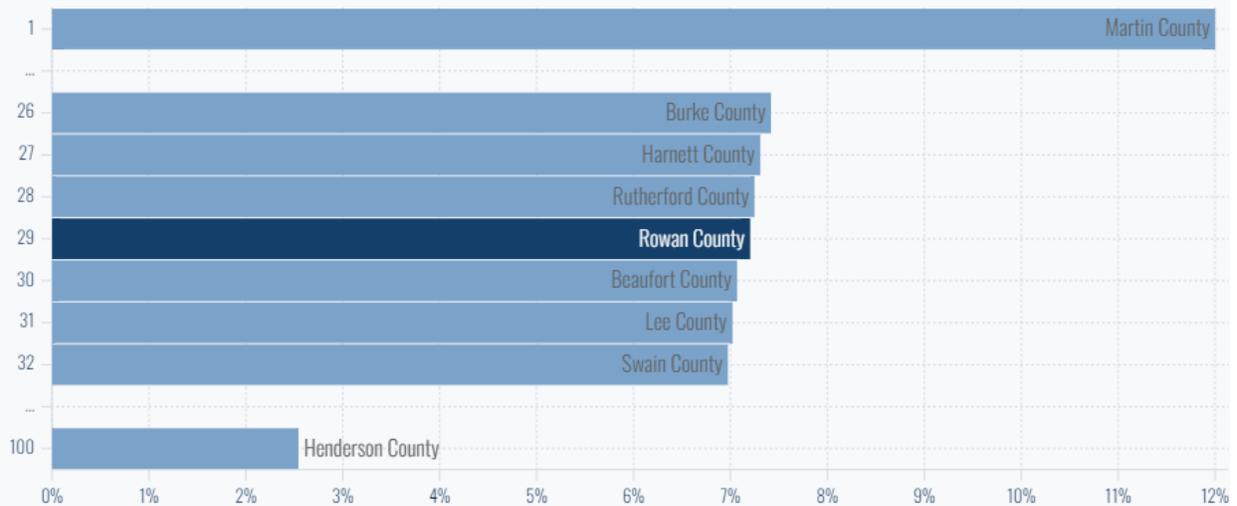


Source: Healthy Communities NC

Workforce Development

According to Healthy Communities NC, the goal for Rowan County is to bring the unemployment rate down to 1.7% by 2030. Improving the employment rates in Rowan would lead to an increase in insured residents and reduce barriers to accessing health care.

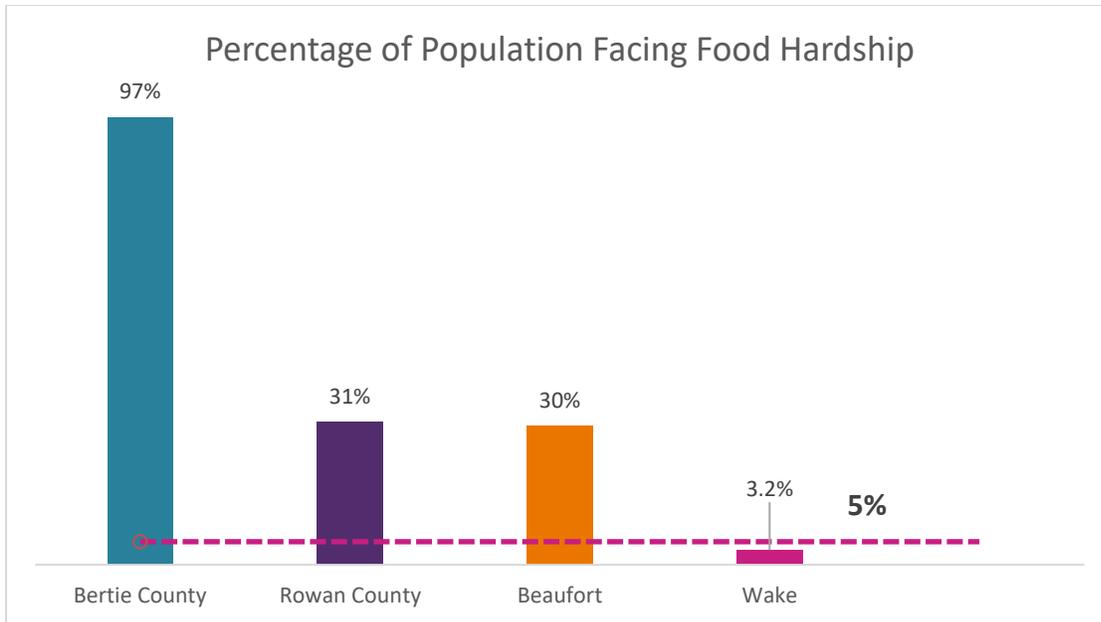
ROWAN COUNTY AND NEIGHBORS IN THE UNEMPLOYMENT RATE RANKING, 2019



Source: Healthy Communities NC

Food Hardship

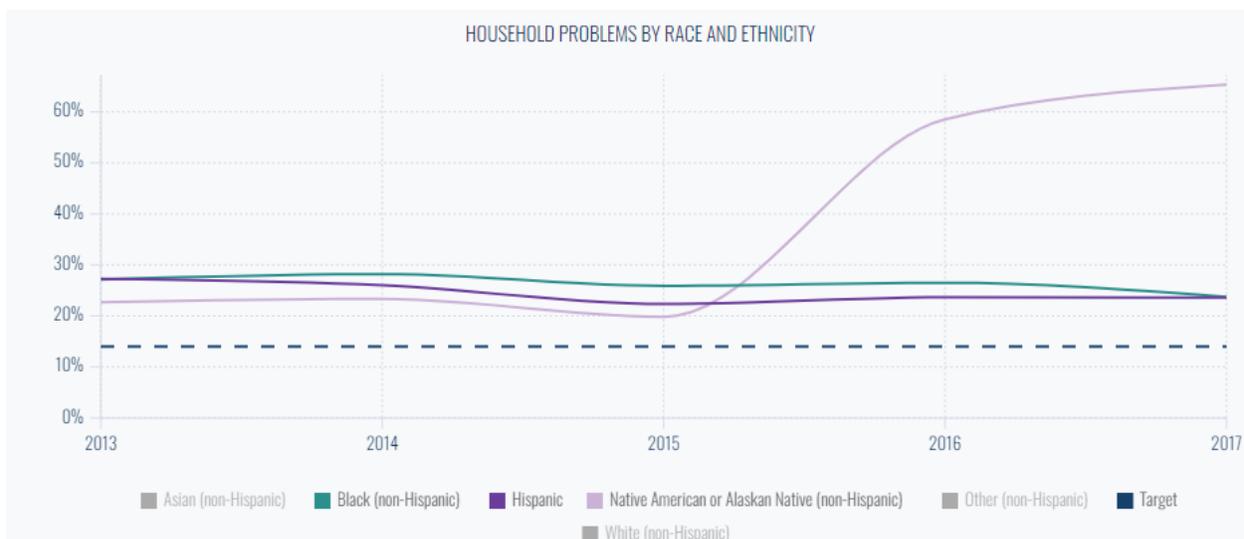
In Rowan County, 31% of the population is currently facing food hardship. The Healthy Communities NC State target aims to bring that percentage to 5% of the overall population by 2030.



Source: Healthy Communities NC, Cape Fear Collective, North Carolina Food Hardship Index

Housing Hardship

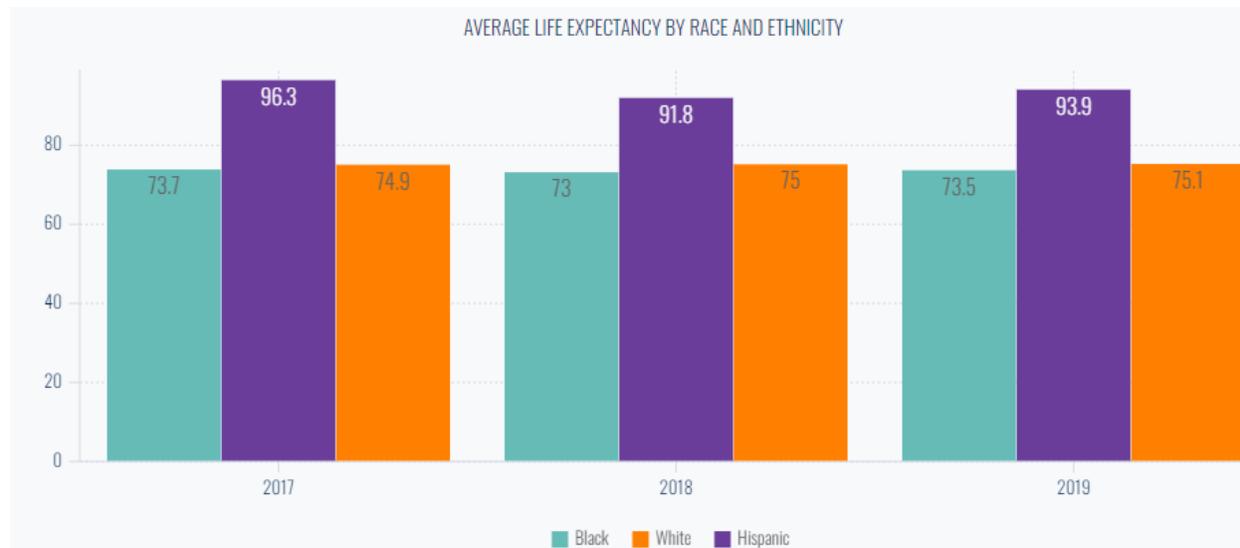
In Rowan County, the demographic groups facing the most significant housing hardship are Black, Hispanic, Native American or Alaskan Native. Most notably, 28% of Rowan County’s Black population faces housing hardship. The target goal for Rowan County is to reduce the percentage of the overall population facing housing hardship to 14% by 2030.



Source: Healthy Communities NC

Life expectancy

Rowan County’s life expectancy is 75 years compared to the North Carolina target life expectancy of 82 years. There is room for improvement especially for white and black populations in Rowan County.



Source: Healthy Communities NC

II. Assessment process

COVID-19 impact on the CHNA assessment process:

The COVID-19 pandemic has been a global public health emergency, requiring the diversion of significant resources from hospital systems, public health departments, clinical healthcare providers, community organizations, and local, state, and national government agencies. In each of the communities we serve, Novant Health has worked tirelessly to keep our patients, team members and community members safe and healthy, delivering free/accessible COVID-19 education, masks, and vaccines.

The pandemic further exposed health inequities, and other problems associated with Social Determinants of Health, including those experienced by the medically underserved, low-income, and minority populations. In its COVID-19 response, Novant Health conducted targeted outreach and education to build trust with—and increase access for—these particularly vulnerable communities and individuals, as well as with the community organizations that serve them.

As it relates to the CHNA process, significant COVID-19 impact and interruption were in the areas of survey distribution and input solicitation as well as the availability of collaborating community partners to be involved in the planning and prioritization process. Every effort was made to engage with and solicit input from individuals and organizations serving or representing the interests of medically underserved, low-income, and minority populations, but these efforts were sometimes hindered by limited resources and capacity because of COVID-19 pandemic response and heightened safety precautions. While this CHNA cycle process was impacted by COVID-19, Novant Health will continue to inclusively incorporate and serve the interests of all community members in our community response and community benefit work, including those of the medically underserved, low-income, and minority populations.

The following are excerpts and findings from the **2021 Rowan County Community Health Assessment (CHA)**.

a) Collaborative community partners

Local Health Departments in North Carolina are required to conduct a comprehensive Community Health Assessment (CHA) every four years to maintain local health department accreditation. As part of the Patient Protection and Affordable Care Act of 2010, not-for-profit hospitals are also now required to conduct a Community Health Needs Assessment (CHNA) once every three years.

To accomplish this, the Rowan County Health Department (RCHD), Novant Health Rowan Medical Center (NHRMC) and Healthy Rowan collaborated to conduct a community needs assessment with support from the North Carolina Institute for Public Health at the UNC Gillings School of Global Public Health. Between September 2021 and March 2022, agency and community partners created and distributed a Community Health Opinion Survey (CHOS). As part of this assessment process, special attention was paid to the needs of the underserved. The process emphasized collaboration among community partners to improve the overall health of the community.

The CHA was strengthened by the collaborative nature and engagement of the Steering Committee, who guided the assessment from beginning to completion and represented a broad understanding of county characteristics and the resources available. The efforts of the Steering Committee and other community agencies and individuals were instrumental in ensuring diversity during the CHA process.

The Appendix has a complete list of agencies that were represented on the Steering Committee. Please see the RCHD 2021 CHA Report for a listing of individual participant names.

b) Solicitation

Community engagement and participation is fundamental to informing activities throughout the CHNA process. Beyond the participation of community stakeholders and organizational representatives, the CHOS provides the most robust mechanism to gather broad community perspectives about a variety of health topics. Community members were engaged in the planning and dissemination of the CHOS, and the volume of survey responses speaks to the level of community participation in the data gathering process.

The CHOS survey instrument was developed by the partners at the Rowan County Health Department, Healthy Rowan, and Novant Health Rowan Medical Center. The survey was available in both English and Spanish language and was available to all residents of Rowan County age 18 and older. Screening questions at the beginning of the survey determined eligibility, as well as asked demographics of age, race and ethnicity, gender, and income.

The survey was open August 1 through November 1, 2021. It was shared through a link and QR code at Novant Health Rowan Vaccine site, Rowan Family Physicians, Granite Quarry Internal Medicine and Pediatrics, and the Salisbury Medical Clinic. In addition, it was shared at community events, including the Hispanic-LatinX Resource Fair on October 23, 2021, and the Homeless Resource Fair on October 16, 2021. It was also sent out to Healthy Rowan partners for distribution to their networks.

Every effort was made to broadly distribute the survey and collect responses from persons who represent the broad interests of Rowan County, including those who represent the interests of members of the medically underserved, low-income, and minority populations. The demographic profile of survey respondents is represented in the table in the following section.

c) *Data collection and Analysis*

This needs assessment collected and interpreted data from two main sources. Primary data was collected through community responses to a Community Health Opinion Survey (CHOS). Secondary data was collected through existing databases of already collected and publicly available data coming from local, state, and national sources. In addition to collecting data for Rowan County, data was collected and compared for the State and two peer counties, Davidson and Gaston. These peers were selected for their geographic proximity and demographic similarity to Rowan County.

Primary Data

There were 1779 total responses (1751 English and 28 Spanish) to the CHOS, and when cleaned for data completeness, age, and Rowan County residency, the total number included in the sample was 1209. Not every survey respondent answered every question; therefore, the number of responses by question varies.

Additional opportunities for community engagement were during the data walk in January 2022, where members of Healthy Rowan had an opportunity to review the primary and secondary data and discuss impressions. Additionally, community members were invited to participate in the prioritization process to select health priorities.

Community engagement is a critical piece of the community health needs assessment process, beginning with the formation of a steering group made up of representatives from local public health, social service, and community-based organizations. While groups have still been able to be convened virtually, the continued demands on everyone's time and energy during the pandemic has limited the participation of steering group members. Efforts to effectively communicate and engage with community members have taken a hybrid approach, having some events virtually via Zoom & in-person while practicing social distancing, masking, and attendance restrictions.

The survey was analyzed through univariate analysis using basic frequencies and means, as appropriate, and bivariate analyses were conducted for strata of gender, race and ethnicity, and reported household income. Stratified analyses were not widely shared with the general public, rather, they were used to determine to what extent survey data and community issues varied across selected demographics of Rowan County residents.

Survey Demographic Category	2021 Survey Participants		County Population (ACS 2020)		
	Number	Percent	Demographics	Number	Percent
Total Participants	1,779	100%	Total Population	140, 978	100%
Gender					
Male	974	23.5%	Male	69,673	49.4%
Female	302	75.7%	Female	71,305	50.6%
Non-Binary	1	0.1%			
Prefer not to answer	10	0.8%			
Language (Language preferred in survey)			Language (Language spoken at home)		
English	1,751	98.4%	English	121,253	91.2%
Spanish	28	1.6%	Spanish	9,918	7.5%
Race/Ethnicity			Race/Ethnicity		
White/Caucasian	1054	81.9%	White/Caucasian	101,124	71.7%
African American/Black	162	12.6%	African American/Black	22,334	15.8%
Of Hispanic or Latino Origin	55	4.3%	Of Hispanic or Latino Origin	12,736	9%
Asian or Asian American	6	0.5%	Asian	1,417	1%
American Indian and Alaska Native	2	0.2%	American Indian and Alaska Native	352	0.2%
Two or More Races	8	0.6%	Two or More Races	2,779	2%
Native Hawaiian or Pacific Islander	N/A	N/A	Native Hawaiian or Pacific Islander	16	0%
			Some other races	220	0.2%
Age			Age		
			Under 5 years	8,016	5.7%
			5 to 9 years	8,933	6.3%
			10 to 14 years	8,775	6.2%
18-20	1	0.1%	15 to 19 years	9,379	6.7%
21-30	88	7.3%	20 to 24 years	8,447	6.0%
			25 to 34 years	17,565	12.5%
31-40	176	14.6%	35 to 44 years	16,361	11.6%
41-50	234	19.4%	45 to 54 years	19,231	13.6%
51-60	216	17.9%	55 to 59 years	10,335	7.3%
61-70	252	20.8	60 to 64 years	9,283	6.6%
71-80	162	13.4%	65 to 74	14,547	10.3%
>80	80	6.6%	75 to 84	7,310	5.2%
			>85	2,796	2%
Household Income			Household Income		
Less than \$24,999	197	15.4%	\$1 to \$9,999	902	2.0%
\$25,000-\$34,999	140	11.0%	\$10,000 to \$14,999	1,510	3.3%
\$35,000-49,999	139	10.9%	\$15,000 to \$24,999	5,854	12.8%

\$50,000-74,999	213	16.7%	\$25,000 to \$34,999	8,492	18.6%
\$75,000-\$99,999	164	12.8%	\$35,000 to \$49,999	11,594	25.4%
\$100,000-\$149,999	182	14.2%	\$50,000 to \$64,999	7,555	16.6%
\$150,000 or more	86	7.7%	\$65,000 to \$74,000	2,275	5%
Prefer not to answer	158	12.4%	\$75,000 to \$99,999	3,656	8%
			\$100,000>	3,782	8.3%
Zip Codes (Participants zip codes)					
27013	39	3.2%			
27054	20	1.6%			
28023	149	12.2%			
28039	10	0.8%			
28041*	10	0.8%			
28071	17	1.4%			
28072	6	0.5%			
28088	36	3%			
28125	22	1.8%			
28138	79	6.5%			
28144	286	23.5%			
28145*	2	0.2%			
28146	296	24.3%			
28147	219	18%			
28159	26	2.1%			

Sources: ACS 2020 Census Bureau Table, ACS 2020 Census Bureau Income, and RCHD 2021 CHA Report

Secondary data

Secondary data is often available on a delay, so for some measures the most recent data available is for 2017, or 2019, or 2021. This is a limitation normally, but especially during COVID-19, as we seek to measure its impact on our communities. Average life expectancy reported in 2019 will not yet reflect the significant loss of life due to the pandemic. Similarly, data for 2020 and 2021 should be considered within the context of COVID-19. For example, data on emergency room visits will not reflect the individuals who needed services but avoided seeking care due to risk of exposure to the virus. Due to these limitations, the data presented in this report will not be comprehensive. However, it does provide us with a point of reference for tracking social, economic, and health indicators in our county.

Along with the outlined primary data, secondary data was collected from other sources and reviewed. Health data was gathered and analyzed from sources provided/suggested in the Community Health Assessment, Rowan County Health Department internal and external sources, and Novant Health Rowan Medical Center. A complete list of secondary data sources are included in the Rowan County 2021 CHNA Report, but include state and national sources such as: the U.S. Census Bureau, NC Department of Health and Human Services, North Carolina State Center for Health Statistics, County Health Data Book,

Division of Public Health Communicable Disease Branch, Centers for Medicare & Medicaid Services, Centers for Disease Control and Prevention's Behavioral Risk Factor Surveillance System, NC Department of Transportation Crash Data Maps, NC Injury and Violence Prevention Branch, and North Carolina Health Professionals Data System, Program on Health Workforce Research and Policy.

III. Identification and Prioritization of Health Needs

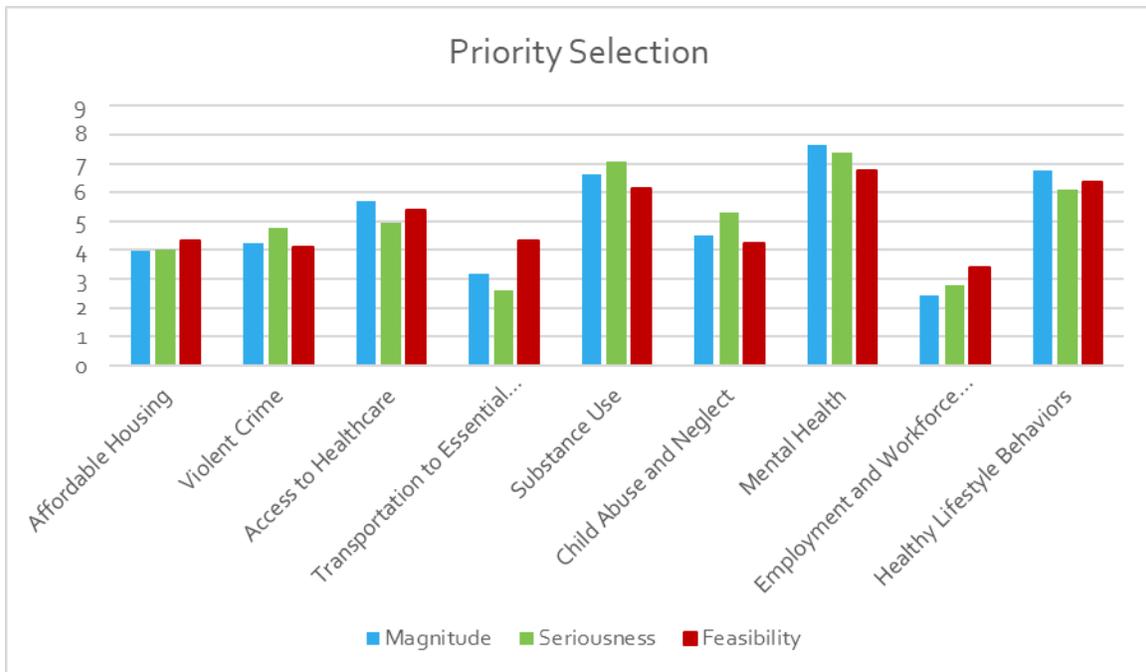
a) Identified Significant Health Needs

After data was collected and analyzed from the CHOS and secondary data sources, Steering Committee members determined the following focus areas from which the priority health needs would be selected:

- Access to healthcare
- Affordable housing
- Child abuse and neglect
- Employment and workforce
- Healthy lifestyle behaviors
- Mental health
- Substance use
- Transportation to essential health and human services
- Violent crime

b) Analysis and Prioritization

Healthy Rowan members received a link to a SurveyMonkey and were instructed that they could only vote for a priority issue one time. There were 3 surveys that ranked the health issues from 1 – 9 based on the magnitude of the impact to a large portion of the community, seriousness of consequences if these issues are not addressed, and their feasibility to improve the health of the community. The survey results were averaged and displayed in a stacked bar graph below.



Prioritized Health Outcomes

The following were established as Rowan County’s health priorities for the next three years (2022-2024) based on the Steering Committee’s understanding of the community’s perceived needs, as well as the data presented by community content experts:

- Mental health
- Substance use
- Healthy lifestyles

Additional reasoning for prioritization and recommendations to address outcomes were provided for each priority. Excerpts are below:

Mental health:

- More than 30% of survey respondents stated that they wished they could talk with someone about anxiety or depression.
- In the Community Health Opinion Survey, 27.19% of respondents reported that if they were to talk with someone besides a family member or friend, about their feelings and problems, they would not talk to anyone, and 24.64% responded they would speak to a priest, pastor, or faith leader.
- The 2030 North Carolina State Health Improvement Plan lists suicide rates as Health Indicator #19 with the desired goal to improve access and treatment for mental health needs. The current North Carolina age-adjusted rate of deaths attributable to self-harm is 13.8 per 100,000 people and the target rate for 2030 is 11.1 per 100,000 people.

During the mental health action planning session, it was brought to attention that there was a substantial lack of services for individuals in need of mental health services and care. The action planning group identified several opportunities for growth within the county, with the most critical being reducing the provider to patient ratio to allow for quicker and more accessible care; increase number of facilities, programs, and resources that are county wide and not strictly Salisbury centric; and specifically, to help combat mental health stigma and normalize seeking for help when needed.

Substance use:

- Illicit drug use, medication misuse, and alcohol abuse were identified as the #1, #4, #7 top community issue in the Community Opinion Survey, respectively.
- The 2030 North Carolina State Health Improvement Plan lists drug over deaths as Health Indicator #10 with the desired result to decrease deaths attributed to drug overdoses. The current North Carolina rate of drug overdose deaths is 20.4 per 100,000 people and the target rate for 2030 is 18.0 per 100,000 people.
- From 2016-2020 Rowan County has had a rate of medication and drug overdose deaths as 40.1 per 100,000 people.

Existing resources identified during the substance use action planning session included supportive resources and initiatives for individuals with substance use disorder led by the Substance Use Task Force and the Rowan County Health Department, a federally funded youth substance use prevention program, and a variety of trauma informed and resiliency-based trainings offered to community members and stakeholders. The needs that were identified as areas of opportunity for the community included additional treatment programs and facilities and the development of cross sector resources and communications to allow for whole health, wrap around services.

Healthy lifestyle behaviors:

- The top three causes of death in Rowan County – cancer, heart disease, and chronic respiratory disease – are all affected by health behaviors (NC Center for Health Statistics, 2015-2019).
- A Built Environment and Policy Scan revealed that only 19% of Rowan County residents live within 1 mile of a park, and 23% live within 1 mile of a recreational facility.
 - o 27.7% of residents live within 1 mile of a grocery store
 - o 33% live within 1 mile of a fast-food restaurant
 - o 49% live within 1 mile of a store selling alcohol and/or tobacco
- The 2030 North Carolina State Health Improvement Plan lists limited access to healthy foods as Health Indicator #8 with the desire to improve access healthy foods. In 2015, the percent of people in North Carolina who are low-income that are not in close proximity to a grocery store was 7% and the target percent for 2030 is 5%.

Important takeaways from the Healthy Lifestyle Action Planning meeting included identifying existing resources and realizing the lack of programs. Existing resources include city and county parks, the three YMCA locations throughout the county, and organizations that are currently working on Health Lifestyle initiatives through the Healthy Rowan Coalition, and the Rowan County Health Department. Programs

that are lacking include expanding access to nutritious food, promoting physical activity, and overall collaboration between organizations.

Facility prioritization

In addition to the primary and secondary data, Novant Health Rowan Medical Center reviewed the top five diagnosis codes for inpatient and outpatient hospital emergency room visits from April 2021 to March 2022.

Novant Health Rowan Medical Center Emergency Department
Top 5 Diagnoses April 2021 – March 2022

NHRMC			
Inpatient Diagnosis	Volume	Outpatient Diagnosis	Volume
COVID-19	672	COVID-19	2182
Sepsis, unspecified organism	484	Other Chest pain	1531
Hypertensive heart and chronic kidney disease with heart failure and stage 1 through stage 4 chronic kidney disease, or unspecified chronic kidney disease	128	Contact with and (suspected) exposure to covid-19	645
Hypertensive heart disease with heart failure	125	Acute upper respiratory infection, unspecified	564
non-ST elevation (NSTEMI) myocardial infarction	121	Nausea with vomiting, unspecified	562

The top 5 diagnoses from April 2021 to March 2022 were greatly impacted by the Covid-19 pandemic in the outpatient and inpatient settings. As a result of Covid-19 and encouraging virtual visits for patient safety, when possible, the inpatient diagnosis trend was more serious diagnoses like heart and kidney failures. Outpatient trending diagnoses were severe symptoms and side effects of Covid-19.

Upon a comprehensive review of the primary and secondary data 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 significant health priorities for Novant Health Rowan Medical Center:

1. Mental health
2. Substance use
3. Chronic disease management and prevention

IV. Addressing needs

Novant Health Rowan Medical Center 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:
Mental Health	Mental Health Education and Awareness	Provide basic mental health education to individuals from various community sectors Host Community Resiliency Model Training	Create awareness and educate community members from all sectors the impact of trauma and mental health conditions and provide tools to build resiliency. Create awareness among the community on ways to access resources for treatment and services within Rowan and the surrounding communities.
Substance Use	Substance Use Education, Recovery, and Prevention	Provide information and educate individuals of local and regional resources for substance use and behavioral health referrals	Decrease repeat overdoses by providing resources needed. Increase number of individuals connected to appropriate treatment and services in the community.
Chronic Disease Management and Prevention	Wellness and Education Screenings	Work with community partners to provide the community with free health education and subject matter expertise around Healthy Lifestyle Behaviors. Host free community screenings that assess an individual's BP, BMI, and diabetes factors. Provide referrals and resources after the screening.	Increase awareness of chronic disease management and prevention. Increase number of community members connected to appropriate care.

Again, NHRMC will focus resource allocation on these prioritized needs based on careful consideration of estimated feasibility and effectiveness of possible interventions. While NHRMC will not prioritize the remaining significant health needs (listed above in Section III), 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 Novant Health Rowan Medical Center, there are various existing community assets available throughout the Rowan County community that have additional programs and resources tailored to meet all the 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:
Mental Health	Capstone Recovery Rowan County Health Department Rowan County Daymark Recovery Rowan Helping Ministries One Love Community Services Vaya Health Youth Substance Use Prevention Rowan Rowan County United Way S&H Youth and Adult Services Prevent Child Abuse Rowan Rowan County Department of Social Services Ruffy-Holmes Senior Center
Substance Use	Center for Prevention Services – HOPE Program Life Choices Rowan Capstone Recovery Rowan County Daymark Recovery Vaya Health
Chronic Disease Management	Meals on Wheels Rowan Community Care Clinic of Rowan County Rowan-Cabarrus YMCA Main Street Marketplace and Meeting Place Rowan County Health Department Salisbury Pediatrics Associates Rowan-Salisbury School System Rowan-Salisbury Farmers Market Rowan-Salisbury Runners Club Ruffy-Holmes Senior Center
Employment and Workforce Readiness	Rowan-Cabarrus Community College Livingstone College Catawba College Rowan Economic Development Commission

	Rowan County Chamber of Commerce
Child Abuse and Neglect Violent Crime	Salisbury Police Department Rowan County Sheriff Department Youth Substance Use Prevention Rowan Prevent Child Abuse Rowan Family Crisis Council Capstone Recovery Salisbury Pediatric Associates
Access to Healthcare	Rowan County Health Department Community Care Clinic of Rowan County Rowan Helping Ministries Rowan-Cabarrus Community Health Centers Vaya Health
Transportation to Essential Health & Human Services	Rufty-Holmes Senior Center Rowan Helping Ministries Rowan County Health Department
Affordable Housing and Homelessness	Rowan Helping Ministries

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

V. Impact Evaluation of 2019 – 2021 Community Health Needs Assessment

No written comments were received from the 2019 - 2021 CHNA and implementation strategy.

Based on the previously reported health data from the 2019-2021 Community Health Needs Assessment, the Novant Health Rowan Board of Trustees did a collective review of community feedback and prioritization and determined the top health priorities for Novant Health Rowan Medical Center as the following: Mental Health and Substance Use and Chronic Disease (management and prevention).

The specific commitments, objectives, measurements, and successes for Novant Health Rowan Medical Center addressing their 2019-2021 priorities are described in the table below.

Of note, in 2020 and 2021, the COVID-19 pandemic diverted our focused response on priority needs to meet new, unexpected, and urgent priorities in our community. Our COVID-19 response, including education, free mask distribution, and vaccines, addressed issues of access to care and chronic disease by targeting vulnerable communities. While intended outcomes identified in 2019 weren’t always able to be met, Novant Health provided access to critical and life-saving services to all of our communities through dedicated COVID-19 response efforts.

Priority	Program / Action	Intended Outcome	Actual Outcome
Mental Health and Substance Use	<p>Mental health screenings and education: provide basic mental health education to individuals from various community sectors.</p> <p>Opioid intervention: implement a post-overdose response team.</p>	<p>Create awareness of the impact of trauma and mental health conditions and provide tools to build resiliency</p> <p>Increase the number of individuals connected to substance use disorder treatment and services within the community</p>	<p>Various support groups provided additional assistance to at least 102 community members living with chronic disease and their family members, to bolster their resilience, mental/emotional health, and sense of community.</p> <p>In 2019, NHRMC's CE Manager served on the Substance Use Task Force, attended a 5-day Community Resilience Model Training, and attended the Whole Person Leadership Conference to support mental health and substance use programs in Rowan County and learn more about community resources.</p> <p>In 2019 and 2020, the ED Director and Manager served on the Post Overdose Response Team (PORT).</p> <p>In 2019, three NHRMC leaders participated in NC MedAssist's Over-the-Counter Medication Program that provided necessary medications to over 875 Rowan County families.</p> <p>Additionally, NHRMC provided \$89,480 in charitable contributions to the following organizations to address priorities of mental health and substance use: Communities in Schools of Rowan County, Rowan County Youth Services Bureau, Family Crisis Council, Prevent Child Abuse Rowan, Ruffy-Homes Senior Center, Rowan Helping Ministries, Cabarrus Public</p>

			Health Interest, and Rowan County United Way.
Chronic Disease – Management and Prevention	Wellness Education and Screenings: working in collaboration with community partners, offer free health education and subject matter expertise regarding healthy behaviors, chronic disease management and access to care. Provide free community screenings including BMI, blood pressure, and diabetes.	Increase awareness of chronic disease prevention management and strategies	<p>Various classes and health education programming—from foot care for diabetics to the benefits of breastfeeding to pediatric cardiology—benefitted 1075 community members.</p> <p>In 2019 and 2020, multiple NHRMC leaders served on the Healthy Rowan Coalition and Executive Committee, to convene various community partners and representatives to identify and address health and quality of life issues in Rowan County.</p> <p>In 2019 and 2020, CE representatives served on the Meals on Wheels Board of Directors, to influence health lifestyles, chronic disease management, and food insecurity.</p> <p>Additionally, NHRMC provided \$100,551 in charitable contributions to the following organizations to address this priority: American Heart Association, Rufty-Holmes Senior Center, Salisbury-Rowan Senior Games, YMCA of Rowan County, Salisbury-Rowan Community Action Agency, Community Care Clinic, and Rowan Cabarrus YMCA.</p>

VI. Appendix

Rowan County CHA Steering Committee Represented Agencies

Agency
Bread Riot
Cabarrus-Rowan Community Health Centers**
Capstone Recovery
Catawba College
Center for Prevention Services
City of Salisbury
City of Salisbury Parks and Recreation
Communities in Schools**
Community Care Clinic of Rowan County**
Dari Caldwell Consulting
Gregorek & Associates Realty
Girls on the Run
Horizons Unlimited
Main Street Marketplace and Meeting Place
Meals on Wheels**
NC Cares360
North Carolina State University Cooperative Extension
Novant Health Rowan Medical Center
One Love Community Program
Prevent Child Abuse Rowan
Rowan-Cabarrus Community College
Rowan-Cabarrus YMCA
Rowan County Chamber of Commerce
Rowan County Government
Rowan County Health Department*
Rowan County Department of Social Services**
Rowan County United Way**
Rowan Daymark Recovery
Rowan Helping Ministries**
Rowan-Salisbury Farmer's Market
Rowan-Salisbury School System
Rufty-Homes Senior Center**
Salisbury Housing Authority**
Salisbury Police Department
Salisbury-Rowan Community Action Agency
Salisbury-Rowan Runners Club

Salisbury VA Medical Center
Smart Start Rowan**
St. John's Lutheran Church
Trinity Oaks
Vaya Health
Youth Substance Use Prevention Rowan

- *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 full 2021 Rowan County Community Health Assessment report.