



Novant Health Clemmons Medical Center

Community Benefit Implementation Plan

Forsyth County, North Carolina

2013-2015

Approved by the Novant Health Triad Region Board of Directors on October 8, 2013

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Introduction

Novant Health Clemmons Medical Center, in partnership with the Forsyth County Department of Public Health, Forsyth County Healthy Community Coalition, Wake Forest Baptist Health and Forsyth Futures conducted a community health needs assessment in FY2012-2013 to identify the most pressing health needs in our community. From that, Clemmons Medical Center developed its own Community Health Needs Assessment FY 2013-2015. The assessment is designed to identify the health needs of the most vulnerable populations in the community. This Implementation Plan is designed to enhance the health of these populations by offering health and wellness programming, clinical services and financial support Clemmons Medical Center will provide to meet health needs identified.

Organization overview

Novant Health is a not-for-profit integrated health system of 14 medical centers and a medical group consisting of 1,124 physicians in 355 clinic locations, as well as numerous outpatient surgery centers, medical plazas, rehabilitation programs, diagnostic imaging centers and community health outreach programs. Novant Health's nearly 25,000 employees and physician partners care for patients and communities in North Carolina, Virginia, and South Carolina.

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.

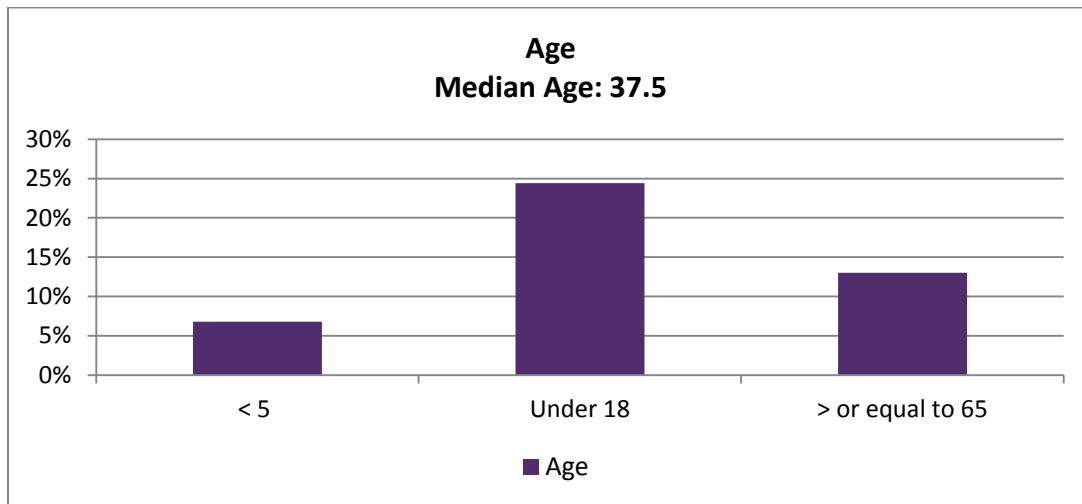
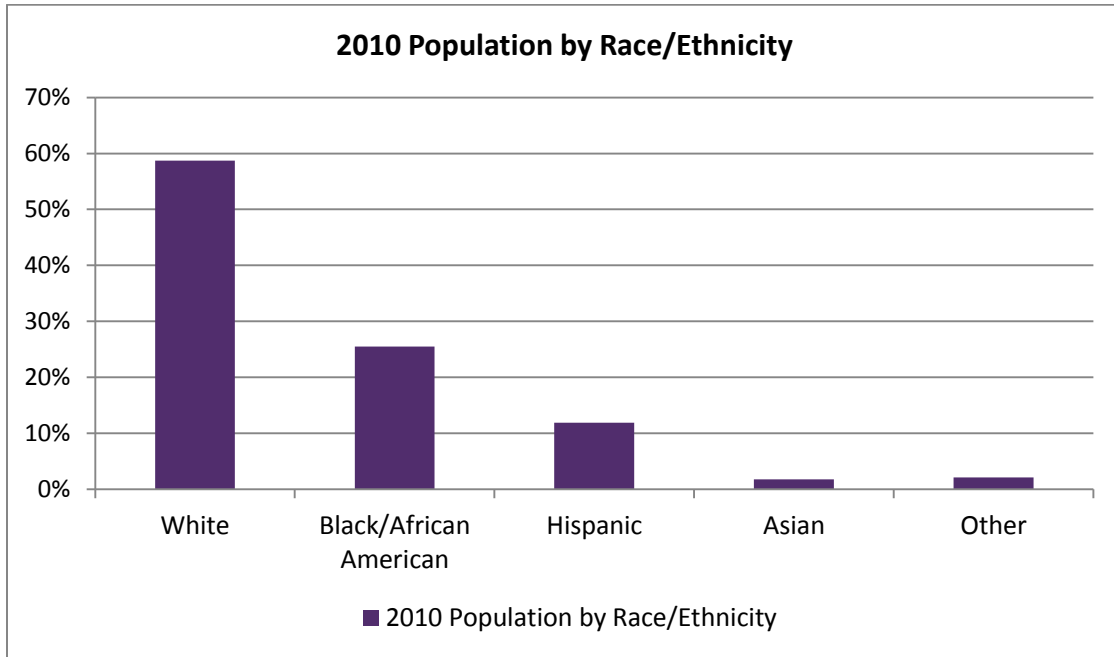
Novant Health Clemmons Medical Center, a department of Novant Health Forsyth Medical Center, is a free-standing emergency department and surgical center. Since opening in April 2012, Clemmons Medical Center has had 2,531 visits to the emergency department and 181 surgeries.

Our community

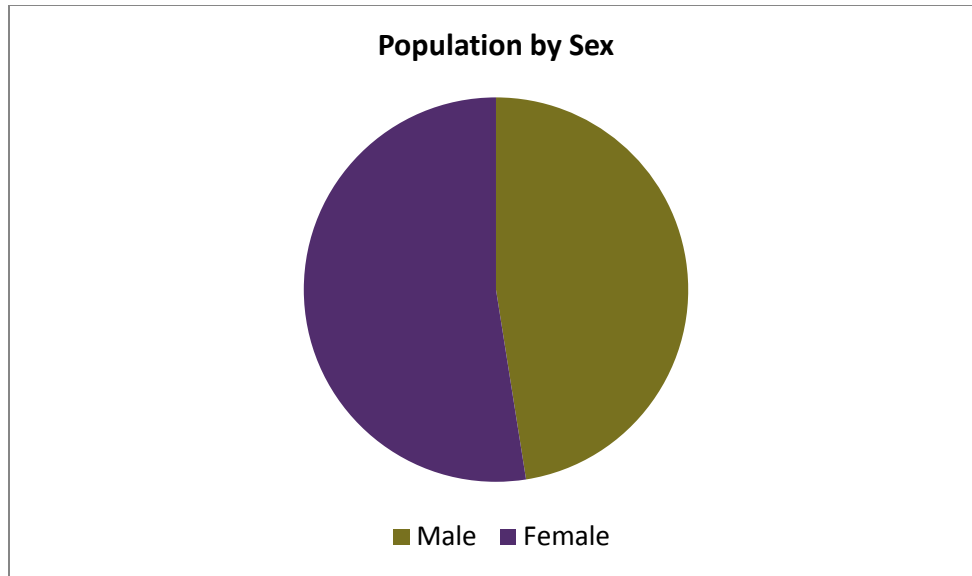
Forsyth County, Clemmons Medical Center's primary service area and defined community, includes the county seat of Winston-Salem. Based on 2011 estimates, Forsyth County remained the fourth largest county in the State of North Carolina with just fewer than 355,000 residents¹. Forsyth County's population grew 14.6% since the 2000 U.S. Census when there were 306,067 county residents. By 2010, U.S. Census estimates Forsyth County as the fourth most populous county after Mecklenburg (923,944

¹ U.S. Census Bureau (2013). State & County QuickFacts. <http://quickfacts.census.gov/qfd/states/37/37067.html>

residents), Wake (907,314 residents), and Guilford (490,371 residents) counties. The County covers a 408 square mile area, with an average of 859.5 persons per square mile. Demographic data for Forsyth County is outlined below²:



² Forsyth County Department of Public Health (2012). 2011 Forsyth County Community Health Assessment, Community Profile, 14. http://www.co.forsyth.nc.us/PublicHealth/Documents/2011_Forsyth_County_Community_Health_Assessment.pdf



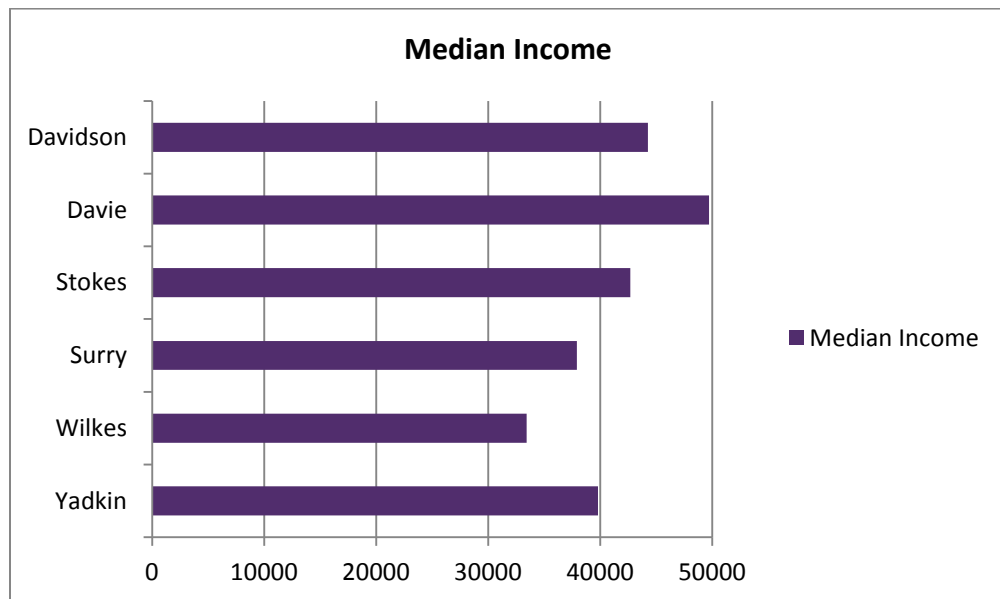
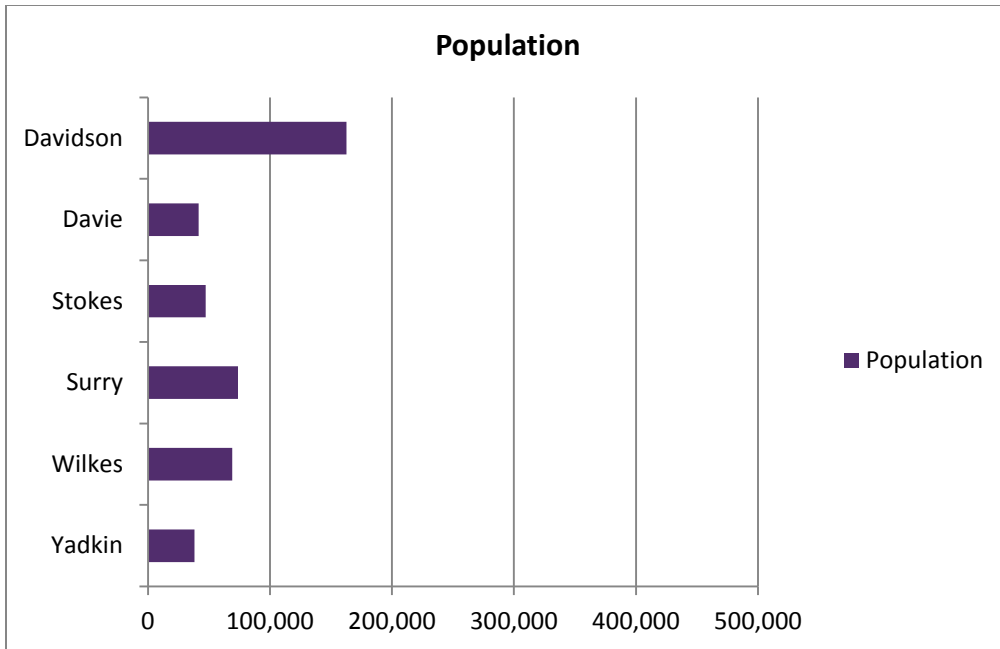
Income		% Population Living Below Poverty Line		Population Educational Attainment (≥ 25 yrs old)	
Median Family Household	\$55,075	Children (0-17)	22.8%	< HS diploma/GED	13.8%
		Adults (18-64)	12.9%	HS diploma/GED	28.2%
Median Non-Family Household	\$28,023	Seniors (65+)	7.1%	Bachelor's degree	20.7%
		All Families	11.0%	\geq Graduate degree	10.0%

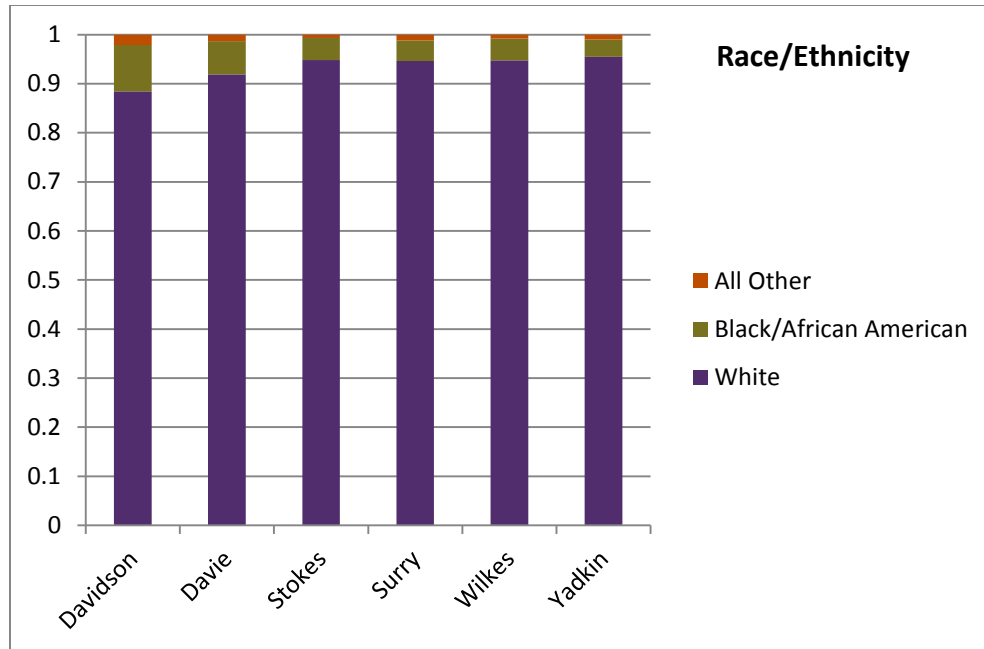
Forsyth County is more urban in nature, with only 9% of the population living in rural areas. Household specifics include over 21,000 households headed by females, 12,400 of those with children. Just fewer than 14,000 households have one resident age 65 or older and more than 50,900 housing units are renter occupied³. The county has an unemployment rate of 9.9% and a median family household income of \$55,075.

Clemmons Medical Center has a secondary service area covering a six county radius, including: Davidson, Davie, Stokes, Surry, Wilkes and Yadkin counties. According to the 2011 U.S. Census estimates, the aforementioned counties include the following demographic profiles⁴:

³ Log Into North Carolina (2013). NC Census Lookup. http://data.osbm.state.nc.us/pls/linc/dyn_linc_main.show

⁴ U.S. Census Bureau (2013). State & County QuickFacts. <http://quickfacts.census.gov/qfd/states/37/37067.html>





Prioritized health needs

County prioritization

The assessments primary and secondary data identified key issues within the community, including:

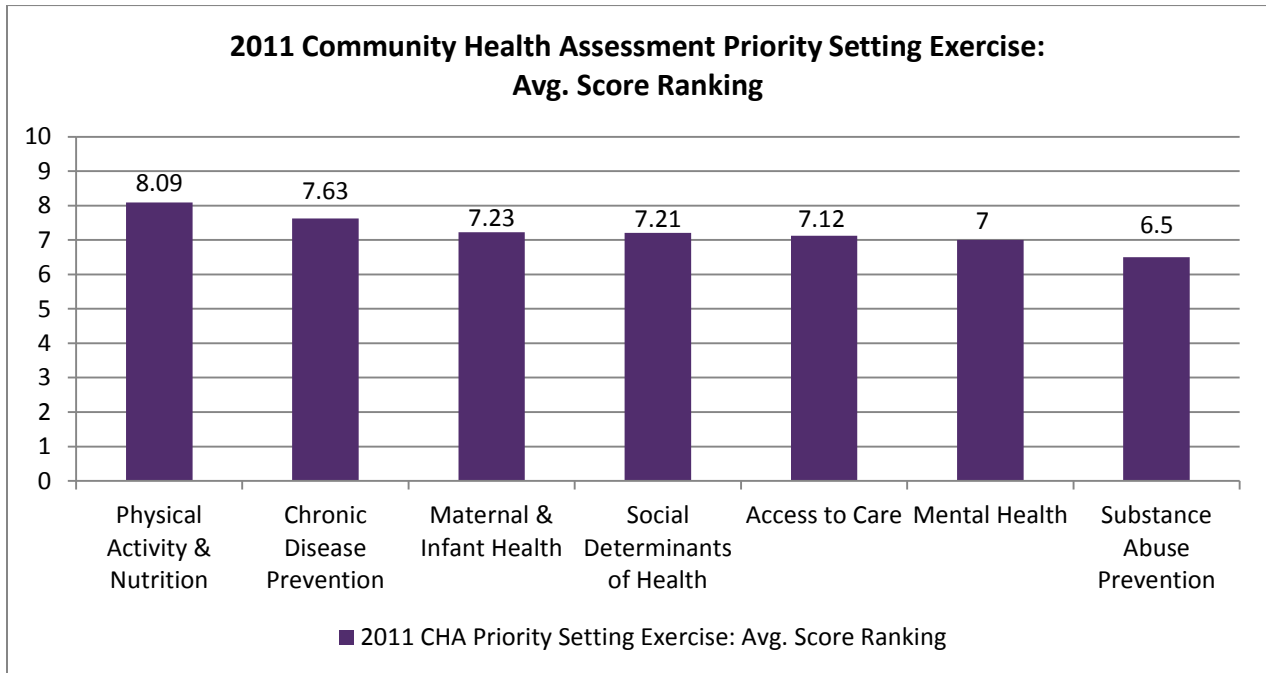
- Leading causes of death;
- Disparities among populations;
- Maternal and infant statistics;
- Growth in unemployment and uninsured populations;
- Dental care needs; and
- Mental health needs.

To prioritize the needs, a team of 45 community representatives came together on March 26, 2012 at Novant Health Forsyth Medical Center in Winston-Salem, NC. These individuals were representative of healthcare, mental health, public health, education, the faith community, and community members/leaders. Guests were randomly assigned into eight groups to prioritize seven focus areas. They were presented with data specific to each priority area; and copies of the 2010 State of the County Health Report, as well as other pertinent materials for each area. They were asked to review and rank each priority area based on the following five criteria:

- 1) **Magnitude:** proportion of the population affected or vulnerable
- 2) **Severity:** impact on mortality, morbidity, disability and quality of life
- 3) **Intervention Effectiveness:** proven interventions exist that are feasible from a practical, economic and political viewpoint
- 4) **Public Concern:** degree of public concern and/or awareness

- 5) **Urgency:** need for action based on degree and rate of growth (decline); potential for affecting and amplifying other health or socioeconomic issues; timing for public awareness, collaboration and funding is present.

The process outlined the following list of new priority focus areas:



Facility prioritization

In addition to the County rankings, Clemmons Medical Center reviewed two supplementary reports with prioritized health concerns - the *Forsyth Futures 2012 Health Making Progress Report*⁵ and The Robert Wood Johnson Foundation and University of Wisconsin Health Rankings⁶.

Forsyth Futures “seeks to enhance the ability to expand community knowledge by coordinating and providing a platform for supporting all residents, organizations, and agencies that reside in Forsyth County.”⁷ In their *2012 Making Progress Report: Physical & Mental Health*, Forsyth Futures identified two additional issues that Clemmons Medical Center evaluated as part of their assessment. These issues included:

1. Mental health, specifically an increasing suicide rate. Between 2001 and 2010, the suicide rate in Forsyth County increased 0.19% to 12 deaths per 100,000 persons.
2. Non-elderly uninsured. When compared to the rates during 2006-2007, the non-elderly uninsured rate increased four percent to reach 20% in 2008-2009. Additionally, during this same

⁵ Forsyth Futures (2012). Making Progress Report Physical and Mental Health 2012. http://forsythfutures.org/images/PDFs/health2012_final.pdf

⁶ County Health Rankings & Roadmaps (2012). Rankings. <http://www.countyhealthrankings.org/app/#/north-carolina/2013/forsyth/county/outcomes/overall/snapshot/by-rank>

⁷ Forsyth Futures (2012). <http://www.forsythfutures.org/about-forsyth-futures/about-us.html>

time, the number of persons referred to Healthcare Access, a non-profit safety net organization, more than doubled to 3,579⁸.

With the support of Forsyth Futures, Clemmons Medical Center also evaluated the County Health Rankings developed by the Robert Wood Johnson Foundation and the University of Wisconsin. During this analysis, two primary areas surfaced.

1. Sexually transmitted infections. Forsyth County has a rate of 884 per 100,000 persons, as compared to the state average of 445/100,000, making it the 3rd highest ranking county in terms of incidence.
2. Premature deaths. Though nationally the trend has shifted downward, Forsyth County experienced an increase between 2003-2007.

After reviewing all data, Clemmons Medical Center determined that the top eight needs within Forsyth County were as follows:

1. Physical activity & nutrition
2. Chronic disease prevention
3. Maternal & infant health
4. Social determinants of health
5. Sexually transmitted infections
6. Premature death
7. Mental health
8. Non-elderly uninsured

These eight priorities were then collectively reviewed by the Novant Health Triad Region Board of Directors. The team was asked to evaluate each documented need and where it intersects with the organization's mission, commitments and key strengths. From here, each team further prioritized the needs, agreeing on our top two health priorities:

1. Diabetes
2. Obesity

These significant needs were outlined for Clemmons Medical Center due to the the facility's scope of service, expertise, and alignment of resources. Additionally, Clemmons Medical Center believes that, with targeted focus on the aforementioned priorities, Forsyth County can begin to show improvements in both health status and health outcomes countywide.

Issues for remediation

In the following section Clemmons Medical Center will address each of the top five prioritized needs. Each need includes actions that must be taken to achieve improved community health. Outlined with in each need, Clemmons Medical Center will identify the description of need, programs, resources and

⁸ Forsyth Futures (2012). Making Progress Report Physical and Mental Health 2012. http://forsythfutures.org/images/PDFs/health2012_final.pdf

intend actions, anticipated impact, priority populations, evaluation plan, intervention strategies, tactics for achievement, growth targets, and community partners.

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

Priority 1: Diabetes

From 2005-2009, Diabetes remained a leading cause of death in Forsyth County and disproportionately affected African American with a 3.3 to 1 ratio. Based on the same 2009 statistics, diabetes ranked as the fourth most common cause of death in non-whites, as compared to whites and Hispanics. Additionally, the community perception survey identified diabetes as an emerging issue for both adults and children.

Programs, resources and intended actions to address diabetes need: Clemmons Medical Center, in partnership with Novant Health Forsyth Medical Center, offers community based services including education for diabetes prevention and diabetes management, as well as glucose and A1c screenings. The these programs are intended to increase awareness of diabetes, promote healthy lifestyles that prevent disease, provide education around management and monitoring techniques and support patients through the initial stages of diagnosis and treatment.

Goal
<ul style="list-style-type: none"> • Increase awareness of diabetes risk factors and provide educational resources and tools to prevent and manage the condition.
Anticipated impact
<ul style="list-style-type: none"> • Increase the number of persons with diabetes whose condition has been diagnosed. • Increase the number of persons with newly diagnosed diabetes who receive formal education.
Priority population
<input checked="" type="checkbox"/> Broader Community <input type="checkbox"/> Vulnerable Population

Specific action	Baseline	% Growth target	Intervention strategies	Tactics	Collaborative partners
Community glucose/A1c screenings	1,592*	10%	1.1 Increase number of participants in screenings	1.1.1 Identify new locations to offer screenings	1. Area churches 2. Local senior centers 3. Community

				1.1.2 Targeted outreach to high risk populations	events
Community diabetes education	233	10%	2.1 Increase number of participants in diabetes education classes	2.1.1 Automatically enroll newly diagnosed diabetes patients into formal education program	1. Area churches 2. Recreation centers

**Programs included in this baseline calculation are duplicative with the Obesity and Other Chronic Disease programs; these duplications are due to comprehensive biometric assessments.*

Evaluation plan: Clemmons Medical Center will accurately track screening data through Lyon Software (CBISA) and monitor class enrollment and completion rates for programs offered at both the hospital and community partner locations. Impact will be measured based on above growth target, as compared to baseline statistics.

2013-2014 results
Hospital contribution

Priority 2: Obesity

In both the community perception survey and focus groups, obesity was identified as a significant problem for both adults and children. According to The Robert Wood Johnson Foundation and University of Wisconsin Health Rankings, 26% of adults in Forsyth County are overweight or obese and 21% of adults report no leisure or physical activity. The report also cited that 47% of Forsyth County restaurants are classified as fast food.

Programs, resources and intended actions to address obesity need: Clemmons Medical Center offers programs to address obesity, including body mass index screenings, nutrition education, and nutrition counseling. Additionally, Clemmons Medical Center collaborates with various community partners to support other nutrition and fitness programs throughout Forsyth County. These programs include 1) Transformation Nation Triad, a 16 week weight loss program at area YMCAs, and 2) Girls on the Run, a program designed to increase physical activity in young girls. All programs and partnerships are intended to increase exposure and access to healthy foods, decrease weight and lower overall health risk factors.

Goal
<ul style="list-style-type: none"> • Heighten awareness to the effects of obesity on overall wellness.
Anticipated impact
<ul style="list-style-type: none"> • Increase the number of families that understand body mass index and weight guidelines. • Increase the number of families who have access to weight management resources in the community.

Priority population

Broader Community Vulnerable Population

Specific action	Baseline	% Growth target	Intervention strategies	Tactics	Collaborative partners
Body mass index (BMI) screenings	1,592*	15%	1.1 Increase number of participants in BMI screenings	1.1.1 Identify new locations to offer BMI screenings	<ol style="list-style-type: none"> Public schools Area churches Community events
Community nutrition education	2,756	10%	2.1 Increase number of participants in nutrition education classes	2.1.1 Identify new locations to offer nutrition education	<ol style="list-style-type: none"> Recreation centers YMCAs Sports-related retail locations
				2.1.2 Identify new community partnerships	<ol style="list-style-type: none"> Sports-related retail locations Area churches

**Programs included in this baseline calculation are duplicative with the Diabetes and Other Chronic Disease programs; these duplications are due to comprehensive biometric assessments.*

Evaluation plan: Clemmons Medical Center will accurately track screening data through Lyon Software (CBISA) and monitor class enrollment and completion rates for programs offered at both the hospital and community partner locations. Impact will be measured based on above growth target, as compared to baseline statistics.

2013-2014 results

Hospital contribution

Unaddressed health needs

Although Clemmons 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:

Need	Explanation	Existing community assets fulfilling need
Chronic disease prevention	Other agencies addressing	Novant Health Forsyth Medical Center; Wake Forest Baptist Health
Physical activity & nutrition	Other agencies addressing need	YMCA; Novant Health Forsyth Medical Center; Wake Forest Baptist Health
Maternal & infant health	Other agencies addressing need	Novant Health Forsyth Medical Center; Forsyth County Department of Public Health; Infant Mortality Coalition
Social determinants of health	Outside of Clemmons Medical Center’s scope of services	<p>Education: Winston-Salem Forsyth County Schools, Wake Forest University, Winston-Salem State University, Salem College, Forsyth Technical Community College, Summit School, Forsyth Country Day School; Housing: AIDS Care Service, Community Action Agency, Transitional Services, Bethesda Center for Homeless, Samaritan Inn, Winston-Salem Rescue Mission, Habitat for Humanity, Forsyth County Department of Housing, Housing Authority of Winston-Salem, Family Services, Financial Pathways of the Piedmont; Environmental: Forsyth County Environmental Affairs Department, Parks and Recreation, Cooperative Extension Services; Forsyth County Office of Environmental Assistance and Protection; Forsyth County Department of Public Health Environmental Health Division, County Utility Commission; Transportation: Federal Transit Administration, Winston-Salem Transit Authority, Transportation Advisory Committee; Parks and Recreation; Food Access: Food Bank of Northwest North Carolina, Department of Social Services, Crisis Control Ministry, Samaritan Inn, Local Foods Consortium</p>
Sexually transmitted infections	Other agencies addressing need	AIDS Care Service; Back to Basics; Forsyth County Department of Public Health (STI clinic and Family Planning Clinic); POSSE; Northwest Care Consortium; Planned Parenthood

Mental health	Other agencies addressing need	Novant Health Forsyth Medical Center
Premature death	Other agencies addressing need	
Non-elderly uninsured	Other agencies addressing need	Bethany Baptist Clinic (now Health and Wellness Clinic of the Triad); Community Care Center; Community Mosque Clinic; Downtown Health Plaza; Green Street United Methodist Church; Healthcare Access; Northwest Community Care Network; Southside United Health and Wellness Clinic; Sunnyside Clinic; Winston-Salem Rescue Mission

Role of the board and administration

The Novant Health Triad Region Board of Directors and Clemmons 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).
- Increase the proportion of worksites that offer nutrition or weight management classes (Healthy People 2020; NWS-7).
- Reduce the number of children and adolescents who are considered obese (Healthy People 2020; NWS-10).