



Novant Health Charlotte Orthopedic Hospital

Community Benefit Implementation Plan

Mecklenburg County

2013-2015

Approved by the Novant Health Southern Piedmont Region Board of Trustees on October 16, 2013



Dear Community Resident:

It is our pleasure to share with you the 2013-2015 Novant Health Charlotte Orthopedic Hospital Community Health Needs Assessment. On behalf of the Novant Health Southern Piedmont Board of Trustees, Novant Health Charlotte Orthopedic Hospital leadership, physician partners, and staff, we hope that you will find this information useful in planning and responding to the needs of our community.

This report contains data which was reported by the Mecklenburg County Health Department; we sincerely thank the Mecklenburg County Health Department and our various community partners and governmental agencies for their contributions to this report.

Novant Health exists to improve the health of communities, one person at a time. Along with our staff, physician partners, and volunteers, we are united by a promise to deliver the most remarkable patient experience, in every dimension, every time.

Responding to the health needs of our communities, especially to the most vulnerable among us, is central to the mission of Novant Health and other not-for-profit health care organizations. We strongly believe in our role as a good corporate citizen, which involves working with community agencies and organizations to make our communities better places to live and work. Novant Health 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 including maintaining an active community health outreach program, demonstrating superior outcomes for many health conditions as indicated by our state and national quality scores, and creating innovative programs (many are recognized nationally) that address important health issues.

We believe that the data contained in this report will help us and our community partners in our planning and implementation strategies so that we can continue to effectively respond to the health needs of our community.

On behalf of Novant Health Charlotte Orthopedic Hospital, thank you for taking the time to read this report. Again, we do hope that you will find this information useful in planning and responding to the needs of our community.

Sincerely,

Mike Riley, Senior Vice President of Operations
Greater Charlotte Market West

Harry Smith, President
Novant Health Presbyterian Medical Center &
Greater Charlotte Market

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I. Introduction

Novant Health Charlotte Orthopedic Hospital, in collaboration with the Mecklenburg County Health Department, Carolinas Healthcare System, and other community partners, established a Community Health Needs Assessment for 2013 – 2015. The Novant Health Charlotte Orthopedic Hospital Community Health Needs Assessment is designed to identify the health needs of the Novant Health Charlotte Orthopedic Hospital service area. This community benefit implementation plan is designed to enhance the health of the most vulnerable populations in the community by describing the health and wellness programming, clinical services and financial support Novant Health Charlotte Orthopedic Hospital will provide to meet the health needs identified.

Organization Overview

Novant Health is the parent company of Novant Health Charlotte Orthopedic Hospital and is a not-for-profit integrated health system consisting of 15 hospitals and a medical group consisting of over 1,000 physicians in over 350 clinic locations. In addition, Novant Health consists of numerous outpatient surgery centers, medical plazas, rehabilitation programs, diagnostic imaging centers and community health outreach programs. Novant's 25,000+ employees and physician partners care for patients and communities in North Carolina, Virginia, and South Carolina.

Novant Health 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. Many of our programs and services are 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 Charlotte Orthopedic Hospital celebrated its 30th anniversary in 2006. Originally developed as an extended care facility in the 1960s, the building became the Orthopedic Hospital of Charlotte when a group of orthopedic surgeons purchased it in 1976. It became Presbyterian Orthopaedic Hospital when Presbyterian Healthcare purchased a 50 percent share in 1993. Novant Health acquired full ownership of Novant Health Charlotte Orthopedic Hospital in 1998.

The Novant Health Charlotte Orthopedic Hospital is a 156 bed facility and offers the following services:

- Services offered:
 - Orthopedic surgery, including:
 - Total joint replacement for knees, hips and shoulders
 - Foot and ankle surgery
 - Specialized hand surgery
 - Pediatric surgery
 - Spine surgery, including major reconstructive procedures
 - Sports medicine procedures, including:
 - Knee, hip, ankle, shoulder and elbow arthroscopy
 - Rotator cuff repair of the shoulder
 - Orthopedic diagnostic imaging, including:
 - Diagnostic X-ray
 - Magnetic resonance imaging (MRI)
 - Computerized tomography (CT) scanning
 - Orthopedic special procedures
- Units:
 - Orthopedic spine unit, specializing in caring for patients after surgery of the spine
 - Multi-specialty unit, offering care for things such as hand and wrist injuries, shoulder injuries and diabetic complications of the feet and legs
 - Total joint unit, an acute care unit specializing in care for patients who have had total joint replacement surgery
 - Transitional care unit, serving patients in need of additional skilled nursing care

Joint and Spine Certifications

The Novant Health Charlotte Orthopedic Hospital joint and spine programs have earned the Gold Seal of Approval™ for healthcare quality. The Joint Commission awarded Novant Health Charlotte Orthopedic Hospital Disease-Specific Care Certification for:

Joint

- Hip fracture
- Hip replacement
- Knee replacement

Spine

- Laminectomy
- Spinal fusion

a. Our Community

Primary and Secondary Service Areas

Our community is defined as greater Mecklenburg County. Mecklenburg County proper is located in south central North Carolina. According to the U.S. Census Bureau, the county has a total area of 546 square miles of which, 526 square miles of it is land and 20 square miles of it (3.65%) is water. Mecklenburg County’s population of 919,628 (2010 U.S. Census) makes it both the most populated and densely populated county in North Carolina. Its county seat and largest city is Charlotte.

The Primary Service Area includes the City of Charlotte and the Towns of Cornelius, Davidson, Pineville, Huntersville and Matthews which are all located in Mecklenburg County. The Primary Service Area for Novant Health Charlotte Orthopedic Hospital 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	Zip Code	City	County
28031	Cornelius	Mecklenburg	28078	Huntersville	Mecklenburg
28134	Pineville	Mecklenburg	28204	Charlotte	Mecklenburg
28203	Charlotte	Mecklenburg	28207	Charlotte	Mecklenburg
28206	Charlotte	Mecklenburg	28210	Charlotte	Mecklenburg
28209	Charlotte	Mecklenburg	28213	Charlotte	Mecklenburg
28212	Charlotte	Mecklenburg	28216	Charlotte	Mecklenburg
28215	Charlotte	Mecklenburg	28270	Charlotte	Mecklenburg
28227	Charlotte	Mecklenburg	28273	Charlotte	Mecklenburg
28262	Charlotte	Mecklenburg	28277	Charlotte	Mecklenburg
28269	Charlotte	Mecklenburg	28036	Davidson	Mecklenburg
28105	Matthews	Mecklenburg	28214	Charlotte	Mecklenburg
28202	Charlotte	Mecklenburg	28217	Charlotte	Mecklenburg
28205	Charlotte	Mecklenburg	28226	Charlotte	Mecklenburg
28208	Charlotte	Mecklenburg	28278	Charlotte	Mecklenburg
28211	Charlotte	Mecklenburg			

The Secondary Service Area for Novant Health Charlotte Orthopedic Hospital includes counties in both North Carolina and South Carolina that are beyond Mecklenburg County proper. These areas (outlined below) include Alexander County, NC, Cabarrus County, NC, Gaston County, NC, Iredell County, NC, Lancaster County, SC, Lincoln County, NC, Rowan County, NC, Union County, NC, and York County, SC.

Zip Code	City	County	Zip Code	City	County
28678	Stony Point	Alexander	28092	Lincolnton	Lincoln
28107	Midland	Cabarrus	28080	Iron Station	Lincoln
28027	Concord	Cabarrus	28037	Denver	Lincoln
28075	Harrisburg	Cabarrus	28168	Vale	Lincoln
28083	Kannapolis	Cabarrus	27013	Cleveland	Rowan
28124	Mount Pleasant	Cabarrus	28138	Rockwell	Rowan
28025	Concord	Cabarrus	28146	Salisbury	Rowan
28081	Kannapolis	Cabarrus	27054	Woodleaf	Rowan
28021	Cherryville	Gaston	28023	China Grove	Rowan
28052	Gastonia	Gaston	28144	Salisbury	Rowan
28101	McAdenville	Gaston	28147	Salisbury	Rowan
28164	Stanley	Gaston	28071	Gold Hill	Rowan
28012	Belmont	Gaston	28088	Landis	Rowan
28034	Dallas	Gaston	28125	Mount Ulla	Rowan
28056	Gastonia	Gaston	28159	Spencer	Rowan
28006	Alexis	Gaston	28079	Indian Trail	Union
28016	Bessemer City	Gaston	28110	Monroe	Union
28032	Cramerton	Gaston	28103	Marshville	Union
28054	Gastonia	Gaston	28173	Waxhaw	Union
28098	Lowell	Gaston	28104	Matthews	Union
28120	Mount Holly	Gaston	28112	Monroe	Union
28115	Mooresville	Iredell	28174	Wingate	Union
28660	Olin	Iredell	29708	Fort Mill, SC	York
28117	Mooresville	Iredell	29730	Rock Hill, SC	York
28166	Troutman	Iredell	29733	Rock Hill, SC	York
28625	Statesville	Iredell	29743	Smyrna, SC	York
28677	Statesville	Iredell	29710	Clover, SC	York
28634	Harmony	Iredell	29717	Hickory Grove	York
28689	Union Grove	Iredell	29734	Rock Hill	York
29058	Heath Springs	Lancaster	29704	Catawba	York
29722	Lancaster	Lancaster	29715	Fort Mill	York
29067	Kershaw	Lancaster	29726	McConnells	York
29720	Lancaster	Lancaster	29732	Rock Hill	York
29707	Fort Mill	Lancaster	29742	Sharon	York
28033	Crouse	Lincoln	29745	York	York

II. Prioritized Health Needs

The Novant Health Charlotte Orthopedic Hospital was able to identify key issues within the community due to collaborative efforts with the Mecklenburg County Health Department, Carolinas Healthcare System, United Way of the Central Carolinas, and other community partners to ensure input from public health professionals, leaders of medically underserved communities, and persons with broad knowledge of the community. The Novant Health Charlotte Orthopedic Hospital leadership team and Board of Trustees selected these top two significant health priority to address in the Implementation Plan:

1. Chronic Disease & Disability Prevention (Diabetes)
2. Chronic Disease & Disability Prevention (Obesity)

Novant Health Charlotte Orthopedic Hospital selected these top two significant health needs due to the the facility's scope of service, expertise, and alignment of resources. Additionally, Novant Health Charlotte Orthopedic Hospital believes that with targeted focus on the aforementioned priority, Mecklenburg County can begin to show improvements in health across the county.

III. Issues for Remediation

In the following section Novant Health Charlotte Orthopedic Hospital will address each of the top three prioritized needs. Each need includes actions that must be taken to achieve improved community health. Outlined with in each need, Novant Health Charlotte Orthopedic Hospital will identify the description of need, programs, resources and intend actions, anticipated impact, priority populations, intervention strategies, tactics for achievement, growth targets, and community partners.

The following action plans were developed through evaluation of Novant Health Charlotte Orthopedic Hospital 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 (see Appendix A for Healthy People 2020 objectives that were evaluated).

Priority 1: Chronic Disease & Disability Prevention (Diabetes)

In 2010, diabetes was a major contributor to cardiovascular disease as well as blindness, kidney disease and amputations. Diabetes ranked seventh (7th) in leading causes of death in Mecklenburg County. While progress has been made in decreasing the number of diabetes related deaths during this period, diabetes it still serves as a leading co-morbidity for other chronic diseases.

Programs, Resources and Intended Actions to Address Diabetes Health Need: Novant Health Charlotte Orthopedic Hospital offers community-based activities targeting orthopedic impact/interventions including diabetes education. The activities are intended to increase awareness of diabetes, provide prevention and management techniques and support patients in their diagnosis.

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 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 Diabetes education targeting orthopedic impact/ interventions (handout)	(NEW)	100%	1.1 Increase awareness of impact of diabetes and orthopedic surgical interventions associated with risk	1.1.1 Include Orthopedic handout with diabetes education circulated in community 1.1.2 Diabetes education consultations with patients at ortho	

Evaluation Plan: Novant Health Charlotte Orthopedic Hospital will accurately track program occurrence data through Lyon Software (CBISA) and monitor distribution of materials Novant Health Charlotte Orthopedic 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: Chronic Disease & Disability Prevention (Obesity)

National Center for Health Statistics show that 60 million U.S. adults 20 years of age and older are obese. The percentage of young people who are overweight has more than tripled since 1980. Among children and teens aged 6–19 years, over 9 million young people are considered overweight. An estimated 317,000 adults in Mecklenburg County are overweight or obese. In Mecklenburg County in 2009, approximately 35% of adults reported elevated cholesterol; 29% high blood pressure; 64% overweight or obesity; 21% no physical exercise in the past month; 17% current smoking; and 78% eating less than five servings of fruits and vegetables per day.

Programs, Resources and Intended Actions to Address Obesity Health Need: Novant Health Charlotte Orthopedic Hospital offers programs to address obesity needs, including nutrition education. All programs and partnerships are intended to increase access to healthy food, 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"> Reduce the proportion of adults who are obese.
Priority Population
<input checked="" type="checkbox"/> Broader Community <input type="checkbox"/> Vulnerable Population

Specific Action	Baseline	% Growth Target	Intervention Strategies	Tactics	Collaborative Partners
Community obesity education targeting orthopedic impact.	(NEW)	100%	1.1 Increase awareness of the impact of obesity on bones/joints	1.1.1 Include orthopedic handout with education about obesity to be circulated in community	

Evaluation Plan: Novant Health Charlotte Orthopedic Hospital will accurately track program occurrence data through Lyon Software (CBISA) and monitor distribution of materials Novant Health Charlotte Orthopedic Hospital and community partner locations. Impact will be measured based on above growth target, as compared to baseline statistics.

2013-2014 Results
Hospital Contribution

IV. Unaddressed Health Needs

Although Novant Health Charlotte Orthopedic Hospital 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
Access To Care	Lack of resources to comprehensively address need.	OrthoCarolina; Carolinas Medical Center Clinics; Mecklenburg County Health Department.
Healthy Environment	Outside of Novant Health Charlotte Orthopedic Hospital scope of services.	Mecklenburg County Health Department, Parks & Recreation
Substance Abuse Prevention	Outside of Novant Health Charlotte Orthopedic Hospital scope of services.	Mecklenburg County Health Services, Anuvia Prevention & Recovery, Dilworth Center
Violence Prevention	Outside of Novant Health Charlotte Orthopedic Hospital scope of services.	Mecklenburg County Health Services, Safe Alliance, Charlotte-Mecklenburg Police Department
Injury Prevention	Lack of resources to comprehensively address need.	Mecklenburg County Health Department; OrthoCarolina
Mental Health	Outside of Novant Health Charlotte Orthopedic Hospital scope of services.	Mecklenburg County MeckLink, Carolinas Medical Center
Responsible Sexual Behavior	Outside of Novant Health Charlotte Orthopedic Hospital scope of services.	Mecklenburg County Health Services, Teen Health Connection, Planned Parenthood
Maternal, Child and Infant Health	Outside of Novant Health Charlotte Orthopedic Hospital scope of services.	Novant Health Hemby Children's Hospital; Mecklenburg County Health Department; Carolinas Medical Center Levine Children's Hospital

V. Role of the Board and Administration

The Novant Health Southern Piedmont Region Board of Trustees and administration are active participants in the community benefit process. The Board of Trustees approved the Novant Health Charlotte Orthopedic Hospital Community Health Needs Assessment and this Community Benefit Implementation Plan. Additionally, through strategic planning initiatives focused on chronic disease, community health outreach, and access to care, leadership provides direction on actions and intended impact. Administrative leaders serve on the County assessment process, 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.

VI. Appendix A: Healthy People 2020 Indicators

Diabetes:

- Increase the proportion of persons with diagnosed diabetes who receive formal education (Healthy People 2020; D-14).

Obesity:

- Reduce the number of children and adolescents who are considered obese (Healthy People 2020; NWS-10).

Appendix B: Carolinas HealthCare System Summary of Community Health Assets

Novant Health Charlotte Orthopedic Hospital strives to engage community partners, including Carolinas HealthCare System (“CHS”), in improving the health of our communities one person at a time. The information below relates to the community outreach programs and activities of Carolinas HealthCare System, a governmental, not-for-profit healthcare system, and collaborative community partner. Both Novant Health Charlotte Orthopedic Hospital and Carolinas HealthCare System actively support and respond to the needs of our mutual community.

Like Novant Health Charlotte Orthopedic Hospital and their other community partners, Carolinas HealthCare System has developed and implemented a number of charitable outreach programs and activities that are intended to address the needs of the most vulnerable residents of the community. Many of these programs and activities directly address many of the identified community health priorities of Mecklenburg County.

In the area of chronic disease and disability prevention, Carolinas HealthCare System offers several charitable outreach programs and activities designed to improving health behaviors and reducing risk. These include the Levine Cancer Institute’s culturally competent, patient-centered outreach program that provides education and screenings; the Faith Community Health Ministries’ programs promoting health, wellness, and healing through its 118 member congregations; various health fair screenings and targeted Tobacco Education/Smoking Cessation programs. In the area of providing access to care, Carolinas HealthCare System offers resources at community clinics that are available to community members of all ages and are recognized as Patient Centered Medical Homes. These clinics are designed to provide a continuum of care to populations that might otherwise lack primary care.

Carolinas HealthCare System also provides a number of initiatives that contribute to a Healthy Environment. They have created an internal council to address sustainability enterprise wide and are working to create safe, healthy places to work and live. For example, one of its programs is designed to restore the tree canopy in the greater Charlotte area. In the arena of substance abuse prevention and mental health, Carolinas HealthCare System is home to the Behavioral Health Centers (BHC). BHC is the largest regional provider of mental health and substance abuse services in the Carolinas and provides advanced care in psychiatric and substance abuse services. They also offer a variety of initiatives that range from community outreach/education to the behavioral health call center/suicide hotline.

Carolinas HealthCare System offers several programs in the arena of violence prevention designed to educate, assess and reduce violent activities. One example is the Domestic Violence Health Project that provides 24 hour advocacy services to victims of intimate partner violence in the healthcare setting. In promoting responsible sexual behavior, Carolinas HealthCare System offers Teen Health Connection Screenings and other programs targeted at teens.

Carolinas HealthCare System provides maternal child medical services at several clinics located in high risk sites, but they also provide a number of community outreach programs designed to improve maternal child and infant health including Maternity education, Lamaze classes, and Healthy Kids Club.

Carolinas HealthCare System is one of the nation's leading and most innovative healthcare organizations providing a full spectrum of healthcare and wellness programs throughout North and South Carolina. Carolinas HealthCare System has a diverse network of more than 900 care locations includes academic medical centers, hospitals, healthcare pavilions, physician practices, destination centers, surgical and rehabilitation centers, home health agencies, nursing homes, and hospice and palliative care. Carolinas HealthCare System, like Novant Health Charlotte Orthopedic Hospital, works to improve and enhance the overall health and wellbeing of its communities through high quality patient care, education and research programs, charitable outreach, and a variety of collaborative partnerships and initiatives.