Novant Health Medical Park Hospital
Community Benefit Implementation Plan
Forsyth County, North Carolina
2013-2015

Approved by the Novant Health Medical Park Hospital Board of Directors on November 18, 2013
# Table of Contents

I. **Introduction**
   a. Our community 3

II. **Prioritized health needs**
   a. County prioritization 7
   b. Facility prioritization 8

III. **Issues identified for remediation**
   a. Priority 1: Diabetes 10
   b. Priority 2: Obesity 11

IV. **Unaddressed needs** 12

V. **Role of the board & administration** 13

VI. **Appendix** 15
Introduction
Novant Health Medical Park Hospital, 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, Medical Park Hospital 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 Medical Park Hospital 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 Medical Park Hospital is a 22-bed hospital, specializing in elective inpatient and outpatient surgeries. Medical Park Hospital performs more than 12,000 surgical procedures annually. In 2012, top surgical volumes for Medical Park Hospital include procedures in the following specialties: general surgery, oncology, and orthopedics.

Our community
Forsyth County, Medical Park Hospital’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 residents. Forsyth County’s population grew 14.6% since the 2000 US Census when there were 306,067 county residents. By 2010,

---

US Census estimates Forsyth County as the fourth most populous county after Mecklenburg (923,944 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 below:

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 occupied\(^3\). The county has an unemployment rate of 9.9% and a median family household income of $55,075.

Medical Park Hospital 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 profiles\(^4\):

---


Population

- Davidson
- Davie
- Stokes
- Surry
- Wilkes
- Yadkin

Median Income

- Davidson
- Davie
- Stokes
- Surry
- Wilkes
- Yadkin
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:

<table>
<thead>
<tr>
<th>2011 Community Health Assessment Priority Setting Exercise: Avg. Score Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Physical Activity &amp; Nutrition</strong></td>
</tr>
<tr>
<td>8.09</td>
</tr>
</tbody>
</table>

### Facility prioritization

In addition to the County rankings, Medical Park Hospital reviewed two supplementary reports with prioritized health concerns - the Forsyth Futures 2012 Health Making Progress Report⁵ 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 Medical Park Hospital 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

---


time, the number of persons referred to Healthcare Access, a non-profit safety net organization, more than doubled to 3,579\(^8\).

With the support of Forsyth Futures, Medical Park Hospital 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, Medical Park Hospital 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 Medical Park Hospital 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 Medical Park Hospital due to the the facility’s scope of service, expertise, and alignment of resources. Additionally, Medical Park Hospital 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 Medical Park Hospital 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, Medical Park Hospital will identify the description of need, programs, resources and 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 Medical Park 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. As a leader committed to improving the nation’s health, it is imperative to Medical Park Hospital 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: Medical Park Hospital, 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.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Increase awareness of diabetes risk factors and provide educational resources and tools to prevent and manage the condition.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anticipated impact</td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority population</th>
<th>Broader Community</th>
<th>Vulnerable Population</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Specific action</th>
<th>Baseline</th>
<th>% Growth target</th>
<th>Intervention strategies</th>
<th>Tactics</th>
<th>Collaborative partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community glucose/A1c screenings</td>
<td>0</td>
<td>Screen 100 people</td>
<td>1.1 Increase number of participants in screenings</td>
<td>1.1.1 Identify new locations to offer screenings</td>
<td>1. Area churches 2. Local senior centers 3. Community</td>
</tr>
</tbody>
</table>
### 1.1.2 Targeted outreach to high risk populations

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

### 2013-2014 results

<table>
<thead>
<tr>
<th>Hospital contribution</th>
</tr>
</thead>
</table>

### 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:** Medical Park Hospital, in partnership with Novant Health Forsyth Medical Center, offers programs to address obesity, including body mass index screenings, nutrition education, and nutrition counseling. Additionally, Medical Park Hospital educates the community on surgical risk factors associated with obesity. All programs are intended to increase exposure, decrease weight and lower overall health risk factors.

<table>
<thead>
<tr>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Heighten awareness to the effects of obesity on overall wellness.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Anticipated impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Increase the number of families that understand body mass index and weight guidelines.</td>
</tr>
<tr>
<td>- Increase the number of families who have access to weight management resources in the community.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority population</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ Broader Community</td>
</tr>
</tbody>
</table>
### Specific action | Baseline | % Growth target | Intervention strategies | Tactics | Collaborative partners
---|---|---|---|---|---
Body mass index (BMI) screenings | 0 | Screen 100 people | 1.1 Increase number of participants in BMI screenings | 1.1.1 Identify new locations to offer BMI screenings | 1. Public schools  
2. Area churches  
3. Community events

**Evaluation plan:** Medical Park Hospital will accurately track screening data through Lyon Software (CBISA) and monitor class enrollment and completion rates for programs offered at both Medical Park 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 Medical Park 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:

<table>
<thead>
<tr>
<th>Need</th>
<th>Explanation</th>
<th>Existing community assets fulfilling need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chronic disease prevention</td>
<td>Other agencies addressing</td>
<td>Novant Health Forsyth Medical Center; Wake Forest Baptist Health</td>
</tr>
<tr>
<td>Physical activity &amp; nutrition</td>
<td>Other agencies addressing need</td>
<td>YMCA; Novant Health Forsyth Medical Center; Wake Forest Baptist Health</td>
</tr>
<tr>
<td>Maternal &amp; infant health</td>
<td>Other agencies addressing need</td>
<td>Novant Health Forsyth Medical Center; Forsyth County Department of Public Health; Infant Mortality Coalition</td>
</tr>
<tr>
<td>Social determinants of health</td>
<td>Outside of Medical Park Hospital’s scope of services</td>
<td><strong>Education:</strong> Winston-Salem Forsyth County Schools, Wake Forest University, Winston-Salem State University, Salem College, Forsyth Technical Community College, Summit School, Forsyth Country Day School; <strong>Housing:</strong> AIDS Care Service, Community Action Agency, Transitional Services, Bethesda Center for Homeless, Samaritan Inn, Winston-Salem Rescue Mission, Habitat for Humanity, Forsyth</td>
</tr>
<tr>
<td><strong>Sexually transmitted infections</strong></td>
<td>Other agencies addressing need</td>
<td>AIDS Care Service; Back to Basics; Forsyth County Department of Public Health (STI clinic and Family Planning Clinic); POSSE; Northwest Care Consortium; Planned Parenthood</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>--------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Mental health</strong></td>
<td>Other agencies addressing need</td>
<td>Novant Health Forsyth Medical Center</td>
</tr>
<tr>
<td><strong>Premature death</strong></td>
<td>Other agencies addressing need</td>
<td></td>
</tr>
<tr>
<td><strong>Non-elderly uninsured</strong></td>
<td>Other agencies addressing need</td>
<td>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</td>
</tr>
</tbody>
</table>

**Role of the board and administration**

The Novant Health Medical Park Hospital Board of Directors and 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).