



## **Novant Health Rowan Medical Center**

**Community Health Needs Assessment**

**Rowan County, North Carolina**

**2013-2015**

**Approved by the Novant Health Rowan Medical Center Board of Directors on September 25, 2013**

# Table of Contents

<b>I. Introduction</b>	
a. Organizational overview	3
b. Our community	3
<b>II. Assessment process and methodology</b>	
a. Collaborative community partners and public health input	6
b. Process, methods & assessment data	7
<b>III. Prioritized health needs</b>	
a. County prioritization	10
b. Facility prioritization	11
c. Addressing needs	12
<b>IV. Appendix</b>	14

## **Introduction**

Novant Health Rowan Medical Center (NHRMC), in partnership with the Rowan County United Way, City of Salisbury, Rowan County, and Centralina Council of Governments conducted a community health needs assessment in FY2012-2013 to identify the most pressing health needs in our community. The assessment is designed to identify the health needs of the most vulnerable populations in the community. NHRMC will use the data to enhance the health of these populations by offering health and wellness programming, clinical services and financial support to meet health needs identified.

### ***Organizational 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:

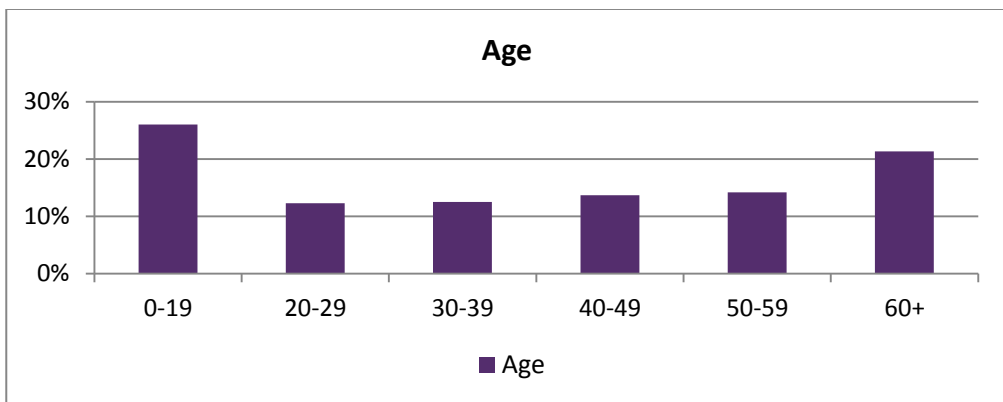
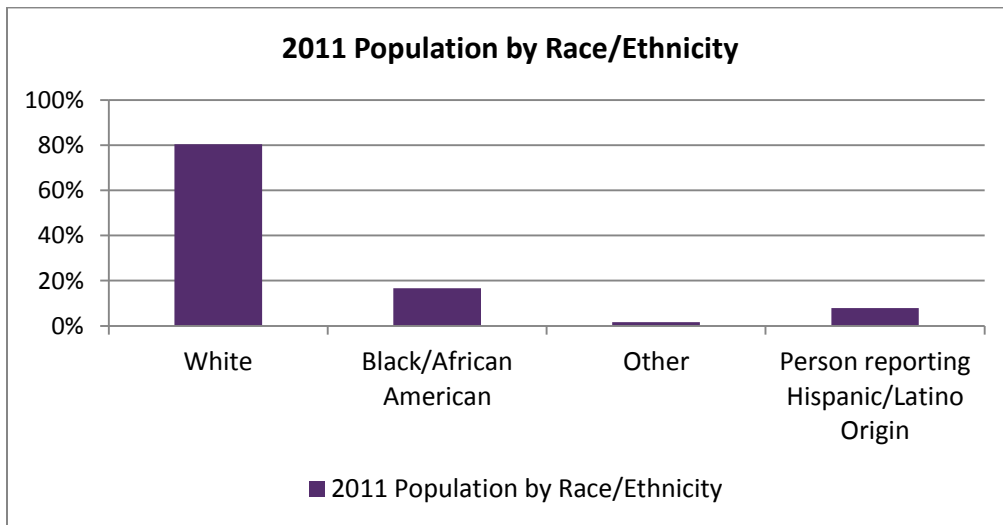
- Maintains an active community health outreach program.
- Demonstrates superior outcomes for many health conditions as indicated by our state and national quality scores.
- Creates innovative programs that address important health issues, with many of our programs and services being recognized nationally.
- 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 Rowan Medical Center (NHRMC)**, a 268-bed tertiary care hospital, provides a full continuum of services, including emergency, maternity care, surgery, diagnostics, rehabilitation, and other specialty care, such as hospice, psychiatric, and chemical dependency. In 2012, NHRMC had 9,717 inpatient discharges and 97,328 outpatient visits, including 50,494 visits to our emergency department.

### ***Our community***

Rowan County, NHRMC's primary service area and defined community, is located in the south central piedmont area of North Carolina. Salisbury is the major urban area of the county located 42 miles north of Charlotte and 50 miles south of Greensboro. Rowan County is comprised of 11 cities and towns: China Grove, Cleveland, Spencer, East Spencer, Enochville, Faith, Granite Quarry, Kannapolis, Landis, Rockwell, and Salisbury. The largest metropolitan area is Salisbury, which is the county seat. The county is divided into fourteen townships: Atwell, China Grove, Cleveland, Franklin, Gold Hill, Litaker, Locke, Morgan, Mount Ulla, Providence, Salisbury, Scotch Irish, Steele, and Unity.

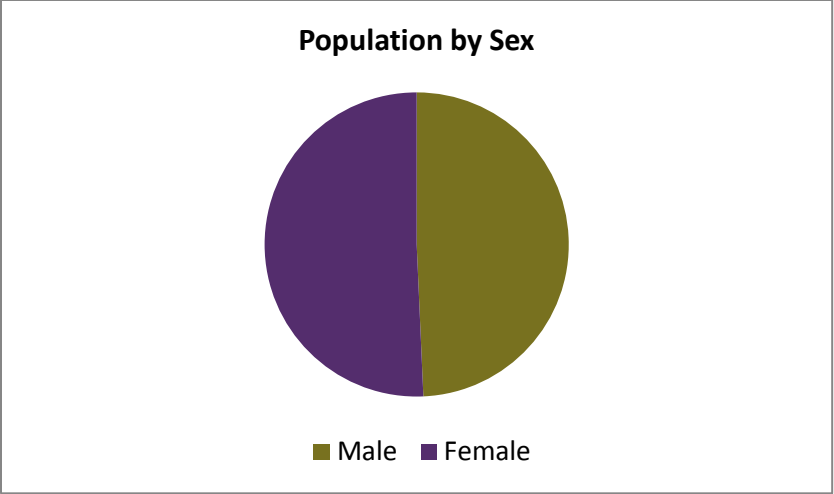
Rowan County is bound on the north by Davie County, northeast by Davidson County, west by Iredell, southeast by Stanley, and to the south by Cabarrus. The county has a total area of 524 square miles. The county's eastern border is formed by the Yadkin River and Interstate 85 passes through the county from the southwest to northeast. Based on 2012 estimates, Rowan County had just more than 138,000 residents<sup>1</sup>, which is a 0.2% decline since April, 2010. Demographic data for Rowan County is outlined below<sup>2</sup>:



<sup>1</sup> U.S. Census Bureau (2013). State & County QuickFacts. <http://quickfacts.census.gov/qfd/states/37/37159.html>

<sup>2</sup> U.S. Census Bureau (2013). State & County QuickFacts. <http://quickfacts.census.gov/qfd/states/37/37159.html>

<sup>3</sup> THRIVE in North Carolina (2013) County Profile. <http://accessnc.commerce.state.nc.us/docs/countyProfile/NC/37159.pdf>.



According to the 2010 Rowan Health and Human Services Needs Assessment, the age group with the greatest growth since the 2000 Census was 60-64 year olds (an increase of 54%). Additionally, between 2000 and 2010, the 65+ population increased by 9.5%<sup>4</sup>.

In 2010, the American Community Survey 1- Year Estimate indicated that two-thirds of Rowan County residents live under 300% of the poverty threshold (details below)<sup>5</sup>. Additionally, the Bureau of Labor Statistics states that Rowan County has a current unemployment rate of 11.5%, down from 15% in 2010, yet higher than the State average of 10.5%<sup>6</sup>.

	Rowan County		North Carolina	
Level	Number	Percent	Number	Percent
Up to 1 time of the poverty level	28,664	21.3%	1,627,602	17.5%
Between 1-2 times poverty level	28,887	21.5%	1,916,401	20.6%
Between 2-3 times poverty level	29,529	22.0%	1,673,133	18.0%
<b>Total</b>	<b>87,080</b>	<b>64.8%</b>	<b>5,217,136</b>	<b>56.1%</b>

<sup>4</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment, 13. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>

<sup>5</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment, 38. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>

<sup>6</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment, 13. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>

According to the most recent housing statistics (2010), Rowan County has more than 17,700 housing units that are renter occupied, as compared to more than 42,500 units that are owner occupied<sup>7</sup>. Over 7,500 households are headed by females<sup>8</sup>. Rowan County's median household income is \$43,121<sup>9</sup>.

### **Assessment process and methodology**

Local Health Departments in North Carolina are required to conduct a comprehensive community health needs assessment to maintain local health department accreditation. Rowan County collaborated with Novant Health Rowan Medical Center (NHRMC), Rowan County Unitey Way, and the City of Salisbury to meet the new Affordable Care Act/Internal Revenue Code 501(r) requirements. These agencies contracted with Centralina Council of Governments to coordinate the process.

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.

#### ***Collaborative community partners and public health input***

The assessment process was initiated by the aforementioned partners, and included community not-for-profits, Rowan-Salisbury City Schools, Ruffy-Holmes Senior Center, the Blanche and Julian Robertson Foundation, Smart Start Rowan, and community members. To ensure input from public health professionals, leaders of medically underserved communities, and persons with broad knowledge of the community were invited to be members of the Assessment Steering Committee (See Appendix A for a complete list of team members).

Additionally, hundreds of others were involved through the community health opinion telephone survey, focus group discussions, and a priority setting exercise (See Appendix B for a list of individuals who participated in focus groups).

Participants involved in all aspects of the assessment represented the medically underserved, uninsured, low-income and minority populations. These individuals were identified through the community health opinion telephone surveys, focus groups and other stakeholder discussions. In the opinion surveys, randomly selected participants were selected to accurately represent Rowan County; in the calls to the broader county, 16.3% identified themselves as African-American, whereas 8.3% identified themselves as Hispanic. In the calls specific to the City of Salisbury, 41.9% were African-American and 9.3% were Hispanic<sup>10</sup>. The focus groups provided additional insight into older adults, low income families, public service agencies, business leaders, mental health services, young mothers, and students. Focus group participants represented AARP, Abundant Living Adult Day Care, Meals on Wheels, Ruffy-Holmes Senior

---

<sup>7</sup> U.S. Census Bureau (2013). State & County QuickFacts. <http://quickfacts.census.gov/qfd/states/37/37159.html>

<sup>8</sup> Log Into North Carolina (2013). NC Census Lookup. [http://data.osbm.state.nc.us/pls/linc/dyn\\_linc\\_main.show](http://data.osbm.state.nc.us/pls/linc/dyn_linc_main.show)

<sup>9</sup> U.S. Census Bureau (2013). State & County QuickFacts. <http://quickfacts.census.gov/qfd/states/37/37159.html>

<sup>10</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment, 21. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>

Center, Old Rowan Fiber Guild, NAMI Rowan, Main Street Mission, Rowan Helping Ministries, Salisbury Housing Authority, Salvation Army, Chamber of Commerce, Vulcan Materials, Wells Fargo, County Emergency Services, County Sheriff's Office, Department of Social Services, YMCA, Smart Start, Head Start, Teen Pregnancy Prevention Initiatives, Links, Rowan-Salisbury Schools and more.

### ***Process, methods and assessment data***

The county collaborative, along with the Centralina Council of Governments, hosted the assessment activities. Input was solicited from a variety of leaders in city and county government, community-based organizations, foundations, churches, colleges/universities, coalitions and other social service agencies. All of these participants are experts in public health, minority populations, health, health disparities, and social services.

Data was collected from primary and secondary sources. Primary data collection occurred through two channels: 1) community health opinion telephone surveys, and 2) focus groups. The following overviews are taken from the 2012 Rowan Health and Human Services Needs Assessment report.

#### Community health opinion telephone survey

In partnership with Winthrop University's Social and Behavioral Research Lab and Centralina Council of Governments, this survey was conducted February 15-29, 2012. Over 600 interviews were conducted for all of Rowan County, and an additional 525 interviews were specifically focused on the City of Salisbury. The demographics of the survey respondents matched those of the County and the City of Salisbury.

Phone calls were made during weekday evenings, all day Saturday, and Sunday. Weekday daytime calls were generally not made to avoid oversampling those who are more likely to be at home during the day (e.g. retirees, stay-at-home-parents, etc.). Conducting weekend calls was important to avoid systematically excluding certain populations such as those who may work 2nd or 3rd shift during the week.

The survey used both the Random Digit Dialing (RDD), and wireless phone number sampling.

Using both RDD and wireless samples are crucial to ensure no adult in the geographical area of interest is systematically excluded from the sample. Both the RDD sample and the wireless sample were purchased from Survey Sampling International (SSI).

Phone numbers selected for the survey were re-dialed seven or more times in an attempt to reach a respondent. Additionally, the Winthrop University Lab:

1. Screened the wireless sample for wireless-only status since individuals who have a cell phone and a land line already have an established probability of appearing in the RDD, and
2. Weighted responses based on sex, age, and race according to the known population of adults in North Carolina.

Computerized autodialers were not used in order to ensure the survey of wireless phones complied with the Telephone Consumers Protection Act and all FCC rules regarding contacting wireless telephones<sup>11</sup>. Survey results for Rowan County as a whole had a maximum sampling error of +/- 3.98 percent and +/- 4.22 percent for the City of Salisbury. Both percentages were to ensure a 95% confidence level<sup>12</sup>.

Demographic data collected is illustrated below:

County Demographics vs. Phone Survey		
	County	Phone Survey
<b>Gender</b>		
Male	49.4%	48.7%
Female	50.6%	51.2%
<b>Race</b>		
White	73.7%	72.3%
Black/African American	16.0%	16.3%
Hispanic/Latino	7.7%	8.3%

The survey indicated that the top five issues facing Rowan County include, by order of perceived priority:

1. Unemployment,
2. Abuse of illegal drugs,
3. Teen pregnancy,
4. Prescription drug abuse, and
5. Lack of activities for teenagers after high school.

Medical and dental care was overwhelmingly identified as the types of service needed by households<sup>13</sup>.

#### Focus groups

To complement the quantitative data collected, qualitative data was gathered from 70 residents. Focus groups comprised of citizens, elected officials, and professionals involved in the County's health and social service agencies to review the data and survey results and give recommendations as to how the County's health and human needs should be addressed. The Steering Committee (see Appendix A for details) appointed persons to serve on the following seven (7) focus groups:

- Older Adults
- Business Leaders

<sup>11</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment, 20. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>

<sup>12</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment, 1. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>

<sup>13</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment, 1. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>



- Low Income
- Mental Health
- Public Service Agencies
- Young Mothers
- Schools and Education

These focus groups were held in January and February of 2012, with 7-13 citizens per session.

The group was then asked to offer their thoughts about potentially unmet public social service needs and the barriers that hinder access to appropriate social service programs of the focus group population, and how to address those needs through improvements to community programs, services, and public health policies. Once all concerns and ideas had been expressed and displayed on flip chart sheets, the group was directed to prioritize the top needs by placing votes. Participants were allowed to cast three votes, either for separate issues, or multiple votes on a single issue according to the priority they wished<sup>14</sup>.

The top five priority issues identified through the votes are shown below with the total votes received in parenthesis<sup>15</sup>:

**1. Health Care Access (40)**

- Focus on: emergency Room for primary health care, too few clinics, etc.

**2. Employment (27)**

- Focus on: need for good jobs for recent graduates and young people

**3. Public Awareness (26)**

- Focus on: services currently offered (211), Need for “one-stop-shopping”

**4. Education (17)**

- Focus on: perception of poor schools, basic life and health skills, additional counselors needed

**5. Public Perceptions (16)**

- Focus on: attitudes toward work, entitlement, academic achievement, elite class, getting help, sex, and abortion

Additional issues identified by the groups but that received fewer votes include:

- Subsidized health care (8)
- Gangs and crime (8)
- Advocacy and training (7)
- Health and nutrition (6)

---

<sup>14</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment,. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>

<sup>15</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment, 7-8. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>

- Dental care (5)
- Transportation (5)
- Hispanic issues (5)
- Bullying in schools (5)
- Basic needs (3)
- Teen pregnancy (3)
- Limited resources for needs (2)
- Homelessness (2)

Along with the outlined primary data, secondary data was collected from other sources and reviewed. Health data was gathered and analyzed from the following sources:

- 2010 U.S. Census Data
- NC Division of Aging
- Rowan-Salisbury School System
- NC State Center for Health Statistics
- 2011 State of the County Health Report – Rowan County
- Novant Health Rowan Medical Center
- Centralina Area Agency on Aging
- Rowan County United Way

## Prioritized health needs

### *Community prioritization*<sup>16</sup>

The results of these varied data collection methodologies resulted in an overall assessment of the human service needs of Rowan County residents. These results informed the Steering Committee as they developed a set of strategies to address these needs between April and July 2012. The Steering Committee was assisted by a second round of focus groups.

To prioritize the needs, the following chart was presented for discussion. All items highlighted in gray reflect prioritized needs by location of data collected:

2012 Rowan health and human service needs assessment matrix			
Issues identified	Where issues were identified		
	Phone survey	Secondary data	Focus groups
Dental Care			
Medical Care			
Unemployment			
Educational Achievement			
Child Care Cost/Availability			

<sup>16</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment, 2-3. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>

Youth Poverty			
Chronic Disease Frequency			
Crime			
Teen Pregnancy			
Physical Fitness			
Illegal Drug Abuse			
Prescription Drug Abuse			
Mental Health Services/Counseling			
Improving Perceptions			
Mental Health Issues			
Bullying			
Transportation			
Hispanic Issues			

Selected members from the first round of focus groups met to review the results of the data collection process. The focus group members were asked to identify the most pressing needs for Rowan County and affected organizations to meet those needs.

Based on extensive collection and analysis of public health-related primary and secondary data, primary and secondary health-related issues were identified as important and meriting additional discussion<sup>17</sup>:

Primary issues:

- 1) Dental and medical care
- 2) Employment – availability and access to jobs
- 3) Educational achievement

Secondary issues:

- 1) Child care costs and availability, and youth poverty
- 2) Teen pregnancy
- 3) Prescription drug abuse
- 4) Chronic disease frequency

**Facility prioritization**

In addition to the community rankings, Novant Health Rowan Medical Center (NHRMC) reviewed the top five diagnosis codes for inpatient and outpatient hospital emergency room visits in 2012.

---

<sup>17</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment, 3. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>

Patient type	Diagnosis	Volume
<b>Inpatient</b>	Pneumonia	319
	Subendo infarct	241
	Urinary Tract Infection	194
	Obstructive Chronic Bronchitis	179
	Septicemia	166
<b>Outpatient</b>	Urinary Tract Infection	1,145
	Acute bronchitis	1,077
	Chest pain	913
	Unspecified Abdominal pain	719
	Acute Urinary Infection	716

These eight priorities were then collectively reviewed by the Novant Health Rowan Medical Center Board of Directors and leadership team. The team was asked to evaluate each documented need for where it intersects with the organizations mission, commitments and key strengths. From here, the team further prioritized the needs, agreeing on our top five significant health priorities:

1. Diabetes
2. Obesity
3. Heart Disease
4. Cancer
5. Access to Care

### ***Addressing needs***

Rowan Medical Center is diligently working to address each of the identified areas of need through resource allocation and support of the following programs:

#### **Diabetes:**

- Diabetes education
- Blood glucose/A1c screenings

#### **Obesity:**

- Nutrition education
- Body mass index (BMI) screening
- Fit for Motion

#### **Heart Disease:**

- Community education
- Risk assessments/screenings

#### **Cancer**

- Community education
- Cancer screenings

#### **Access to Care:**

- Community nurse outreach

- Congregational health.

## Appendix A: Primary and secondary working group members (Steering committee)

Individual name	Organization
<b>Advisory committee</b>	
Judy Grissom	Rowan-Salisbury School System
Leonard Wood	Rowan County Health Department
Amy Smith	Rowan County Health Department
Steve Joslin	Rowan County Health Department
Sandra Wilkes	Rowan County Department of Social Services
Donna Fayko	Rowan County Department of Social Services
Gary Page	Rowan County
Dave Treme	Retired (City of Salisbury)
Doug Paris	City of Salisbury
John Gerstenmier	Smart Start Rowan
Dari Caldwell	Novant Health Rowan Medical Center
Valerie Stewart	Novant Health Rowan Medical Center
Rick Parker	Novant Health Rowan Medical Center
Rick Eldridge	Rufty-Holmes Senior Center
Dave Setzer	Blanche & Julian Robertson Foundation
Bob Lippard	Rowan County United Way

## Appendix B: Participant list for CNHA process

<b>Focus group representation<sup>18</sup></b>
<b>January 23, 2012 (10 participants) – Older adults</b>
AARP
Abundant Living Adult Day Care
Meals on Wheels
Rufty Holmes Senior Center
Old Rowan Fiber Guild
NAMI Rowan
<b>January 30, 2012 (11 participants) – Public service agencies</b>
Meals on Wheels
Smart Start Rowan
Rowan Helping Ministries
Commerce Employment Services
County Health Department
Salisbury Police Department
County Emergency Services
County Sherriff's Office
Department of Social Services
Salisbury-Rowan Community Action Agency
YMCA
<b>January 30, 2012 (8 participants) – Low income</b>
Main Street Mission
Rowan Helping Ministries
Salisbury Housing Authority
Rowan County Department of Social Services
Salvation Army
<b>January 30, 2012 (7 participants) – Business leaders</b>
Chamber of Commerce
EDC
Downtown Salisbury, Inc.
Wells Fargo
Vulcan Materials
<b>February 1, 2012 (11 participants) – Mental health services</b>
NAMI
ABISG

<sup>18</sup> Rowan County Health Department (2012). 2012 Rowan Health and Human Services Needs Assessment, 8-10. <http://www.rowancountync.gov/Portals/0/Government/Departments/Health%20Department/documents/2012%20Rowan%20Health%20and%20Human%20Services%20Needs%20Assessment%20Results%20Report.pdf>

ARC Rowan
NAMI Rowan Resource Center for the Brain
<b>February 1, 2012 (10 participants) – Young mothers</b>
Rowan County Health Department
Smart Start
Head Start
Teen Pregnancy Prevention Initiatives
<b>February 9, 2012 (13 participants) – Schools/education</b>
Links
Rowan-Salisbury Schools
High School representatives