



Novant Health Rowan Medical Center

Community Benefit Implementation Plan

Rowan County, North Carolina

2016-2018

Approved by the Novant Health Rowan Board of Trustees on June 27, 2016

Table of Contents

I. Introduction	
a. Organization Overview	3
b. Our Community	4
II. Prioritized Health Needs	
a. County prioritization	8
b. Facility prioritizaion	9
III. Issues identified for remediation	
a. Priority 1: Chronic Disease, including diabetes	10
b. Priority 2: Cancer	11
c. Priority 3: Mental Health	11
IV. Unaddressed needs	13
V. Role of the board & administration	15
VI. Appendix	

I. Introduction

Novant Health Rowan Medical Center, in partnership with Rowan County Health Department (RCHD) conducted a community health needs assessment in 2015 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 health needs identified.

a. Organization Overview

Novant Health Rowan Medical Center is an integral part of the Novant Health system (collectively known as "Novant Health"). Novant Health is a non-profit integrated health care system of 14 medical centers and a medical group with over 500 clinic locations. Other facilities and programs include outpatient surgery and diagnostic centers, charitable foundations, rehabilitation programs, and community health outreach programs. Novant Health and its affiliates serve their communities with programs including health education, home health care, prenatal clinics, community clinics and immunization services. Novant Health's over 25,000 employees and physician partners care for patients and communities in North Carolina, Virginia, South Carolina and Georgia.

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) is a 268-bed tertiary care hospital, providing a full continuum of services, including emergency, maternity care, surgery, diagnostics, rehabilitation, and other specialty care such as hospice, psychiatric and chemical dependency.

b. Our Community

Primary and Secondary Service Areas

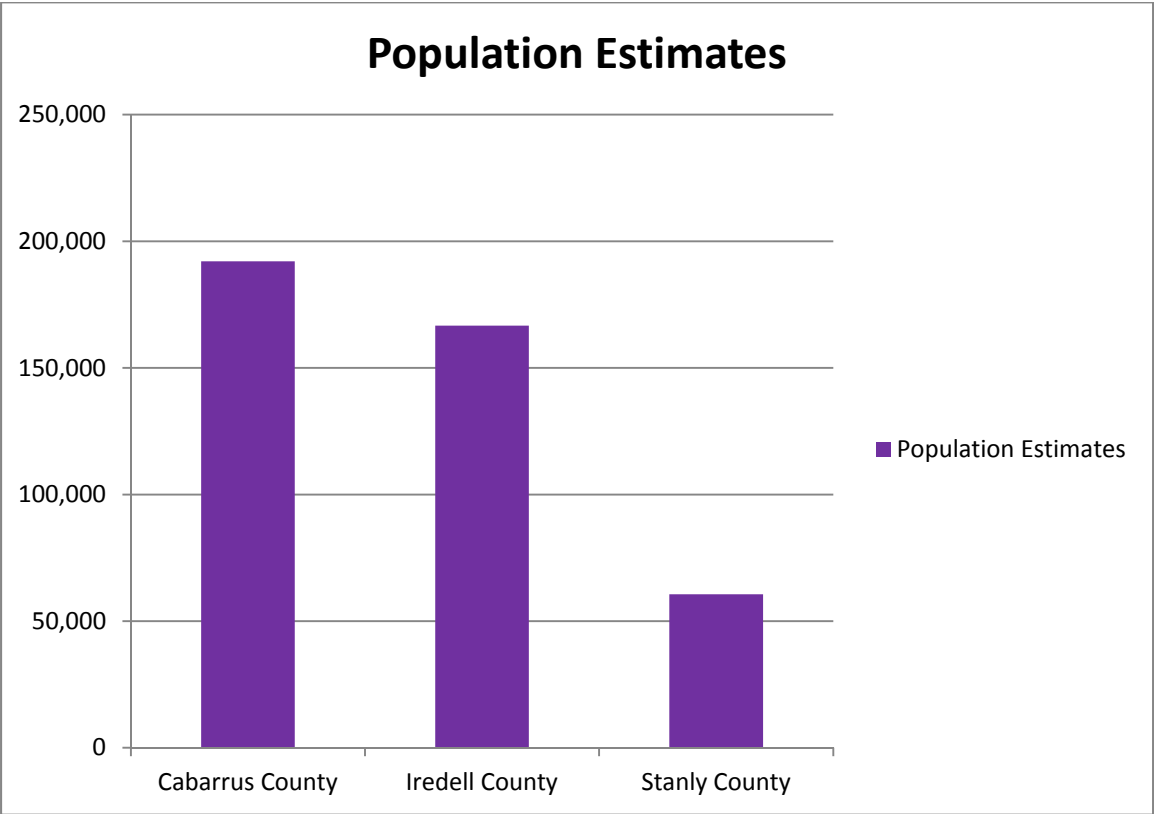
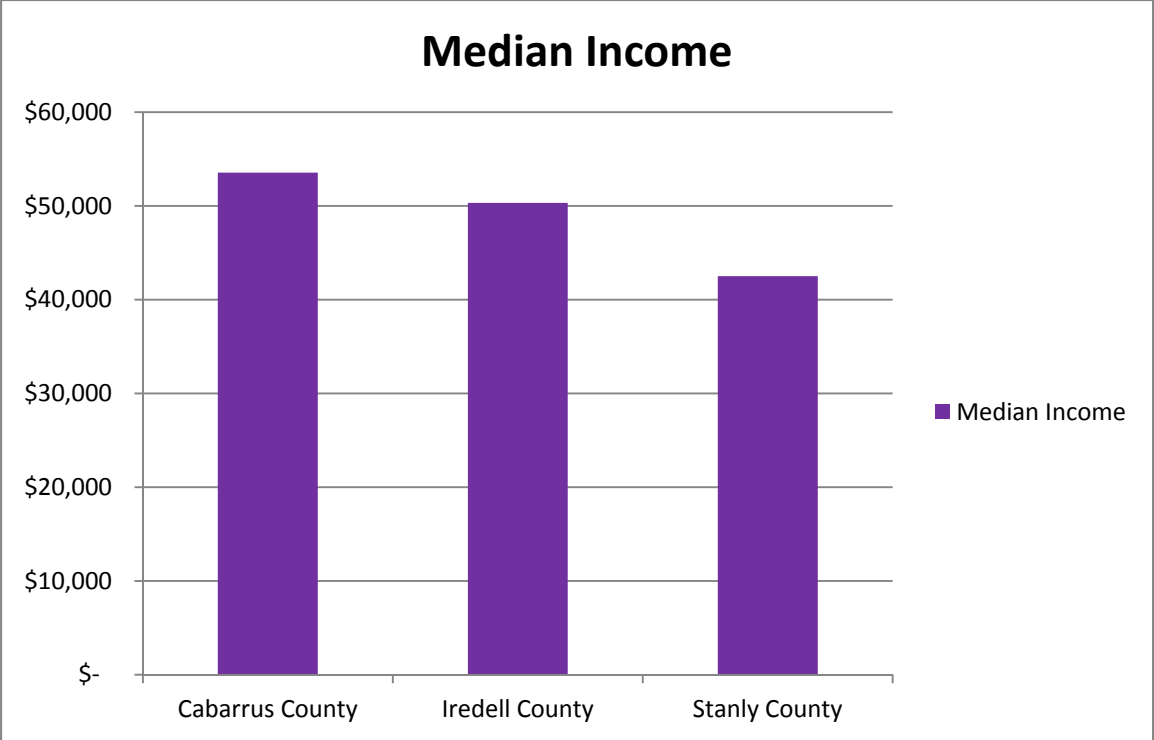
The Primary Service Area for Novant Health Rowan Medical Center is defined by the zip codes that represent 75% to 85% of the hospital’s in-patient population as outlined below:

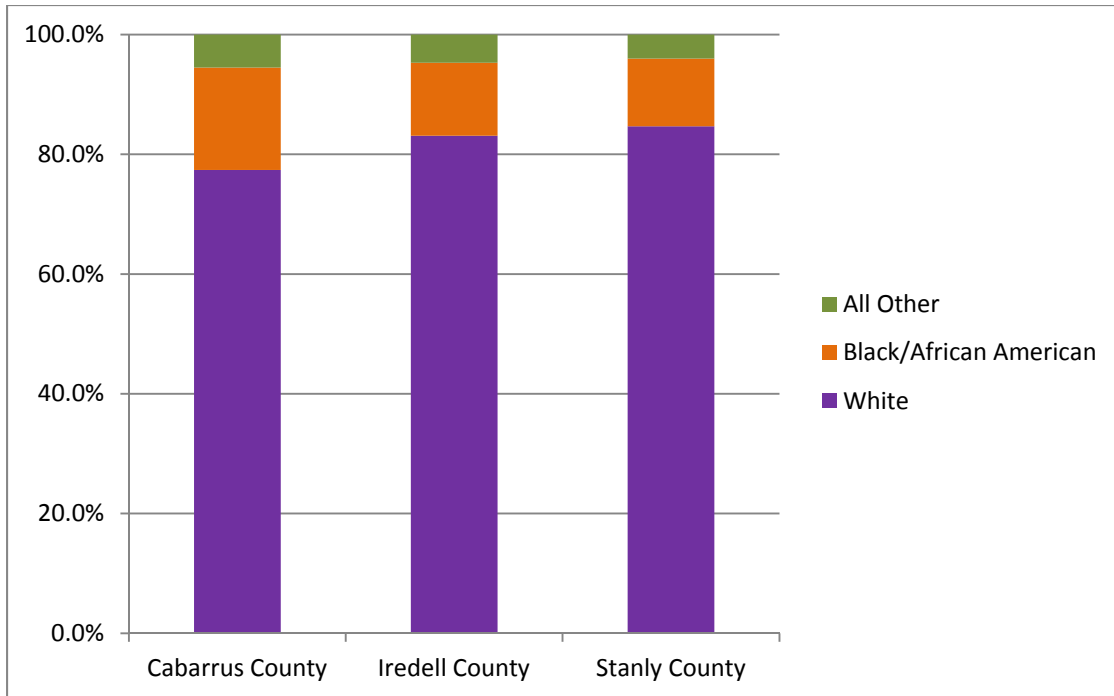
Zip Code	City	County
27013	Cleveland	Rowan
27054	Woodleaf	Rowan
28023	China Grove	Rowan
28039	East Spencer	Rowan
28041	Faith	Rowan
28071	Gold Hill	Rowan
28072	Granite Quarry	Rowan
28088	Landis	Rowan
28125	Mount Ulla	Rowan
28138	Rockwell	Rowan
28144	Salisbury	Rowan
28145	Salisbury	Rowan
28146	Salisbury	Rowan
28147	Salisbury	Rowan
28159	Spencer	Rowan

Rowan County, NHRMC’s primary service area and defined community, includes the county seat of Salisbury. Based on 2014 estimates¹, Rowan County has a population of 138,630 residents. Estimates indicate that Rowan County’s population grew 0.1% since the 2010 US Census when there were an estimated 138,442 county residents. The County covers an 511.37 square mile area, with an average of 270.7 persons per square mile.

The Primary Service Area includes the Cities of Cleveland, Woodleaf, China Grove, East Spencer, Faith, Gold Hill, Granite Quarry, Landis, Mount Ulla, Rockwell, Salisbury and Spencer, which are all located in Rowan County. The Secondary Service Area for Novant Health Rowan Medical Center covers a three county radius, including: Iredell, Cabarrus, and Stanly Counties, North Carolina. According to the 2014 U.S. Census estimates, the aforementioned counties include the following demographic profiles:

¹ Us Census Bureau. State and County QuickFacts. <http://quickfacts.census.gov/qfd/states/37/37159.html>





Population

Rowan County is more urban in nature, with 61.2% ²of the population living in urban areas and 38.8% of the population living in rural areas. The county is located between the State’s largest city, Charlotte, and its capital, Raleigh. Demographic data for Rowan County is outlined below:

Rowan County Population By Race & Ethnicity (2014)

	Rowan County	North Carolina
Population Estimate	138,630	9,943,964
Persons Under 5 Years, percent 2014	5.6%	6.1%
Persons Under 18 Years, percent 2014	22.8%	23.0%
Person 65 Years & Over, percent 2014	16.3%	14.7%
Female Persons, percent 2014	50.7%	51.3%
White Alone, percent 2014	80.1%	71.5%
Black/African-American Alone, percent 2014	16.6%	22.1%
American Indian & Alaska Native Alone, percent 2014	0.6%	1.6%
Asian Alone, percent 2014	1.1%	2.7%
Native Hawaiian & Other Pacific Islander Alone, percent 2014	0.1%	0.1%
Two or More Races, percent 2014	1.5%	2.1%
Hispanic or Latino, percent 2014	8.2%	9.0%

Source: U.S. Census Bureau (2014).

²NC Economic Data and Site Information, 2015, <http://accessnc.commerce.state.nc.us/docs/countyProfile/NC/37159.pdf>

Children and adolescents make up just under one-third (28.4%) of the population in Rowan County, while seniors make up 16.3% of the population. Non-white minorities currently make up 28.1 % of the racial demographic in Rowan County.

Median Household Income		Population Educational Attainment (25 years and over)		Poverty Rate based on Educational Attainment (25+ yrs old)	
Rowan County	\$41,495	HS diploma/GED or higher	32.7%	< HS diploma/GED	30.6%
				HS diploma/GED	15.1%
North Carolina	\$46,596	Bachelor's degree or higher	11.9%	Some college or associate's degree	11.8%
				Bachelor's degree or higher	4.8%

Source: U.S. Census Bureau (2015).

Rowan County residents earn a median income that is slightly lower than the North Carolina state average. According to the U.S. Census American Fact Finder, less than a tenth of the population (11.9%) of Rowan County residents aged 25+ have attained a bachelor's degree or higher³. A key indicator to evaluate economic condition of Rowan County is the poverty rate. The poverty rate for Rowan County residents aged 25+ based on educational attainment indicates that the higher educational attainment, the lower the rate of poverty for those educational groups.

II. Prioritized Health Needs

Identified Significant Health Needs

From participant responses, several key health problems were identified based on highest rank in responses after analyzing and interpreting Rowan County's primary and secondary data. Overall findings included the following:

- Results from the Community Health Opinion Survey suggest that Rowan County residents are concerned about tobacco use/smoking, obesity/overweight, illegal drug use, prescription drug abuse, alcohol abuse, lack of physical activity, diabetes, teen pregnancy, mental illness and dental health.
- Results from key informant interviews suggest that key informants identified obesity, diabetes, tobacco use, drug/alcohol abuse, dental care, heart disease, mental health issues, respiratory problems and high cholesterol as top health problems.

³ U.S. Census Bureau. American FactFinder 2014.

<http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

- The top seven leading causes of death among Rowan County residents in 2014 include heart disease, diabetes, kidney disease, chronic liver disease and cirrhosis, stroke, cancer – all, and chronic lower respiratory disease.
- Regarding personal health, 88% of residents said they consider themselves to be generally healthy; but 30% said they have been diagnosed as obese/overweight, 27% have hypertension and 19% have high cholesterol.
- Regarding lifestyle habits, 81% said their life style habits are generally healthy; but 65% of Public Survey respondents said that inactivity/lack of physical activity is a problem. Key Informants felt the life style of County citizens is not very healthy. When asked what kept people in the County from being healthy they had these responses:
 - Lack of fitness activity – 78%
 - Unhealthy Life Style – 71%
 - Culture of bad health habits – 68%
 - Poor nutrition – 65%
 - Lack of knowledge/understanding about the benefits of a healthy life style – 48%
- Regarding tobacco use, this health problem was ranked number 1 in the Public Survey with 72% of the people saying it is a problem (major or somewhat). It was ranked number 3 by Key Informants – 73% said it is a problem.
- Regarding community issues, survey participants ranked issues related to violence very high in the community issues section. Gang activity (57%), Non-violent crime such as theft, robbery (56%), violent crime such as murder, assault, rape (54%), domestic violence (54%) and child abuse/neglect (50%) were ranked as major and/or somewhat non-health related problems in Rowan County.

a) County Prioritization

Rowan County community members provided public input based on the statistical health information provided as part of the public survey. The identified health needs were ranked according to years of potential life lost and magnitude of these issues.

The weighted scores were used to identify the top ranking health issues with the following results:

- 1) Tobacco Use/Smoking
- 2) Obesity/Overweight
- 3) Illegal Drug Use
- 4) Abuse of Prescription Drugs
- 5) Alcoholism/Alcohol Abuse
- 6) Inactivity/Lack of Physical Activity
- 7) Diabetes
- 8) Teenage Pregnancy
- 9) Mental Illness
- 10) Dental Health

In addition, Key Informants also provided rankings of health problems based on the statistical health information provided as part of the Key Informant Interviews:

- 1) Obesity
- 2) Diabetes
- 3) Tobacco Use

- 4) Drug/Alcohol Abuse
- 5) Dental Care
- 6) High Blood Pressure/Hypertension
- 7) Heart Disease
- 8) Mental Health Issues
- 9) Breathing/Respiratory Problems
- 10) High Cholesterol

Recommended Prioritized Health Outcomes

Based on these prioritized health needs, health and wellness priority areas were identified through an analysis of health indicators identified through the CHA as part of a combined weighted analysis based on 2010 Census data, public input, local programming and history clarifying the degree of need and the obstacles that would hamper solutions. Below is a summary of those recommendations:

1. *Obesity and related disease:* conditions including diabetes, kidney disease, hypertension/blood pressure, high cholesterol, heart disease, stroke, and joint replacement
2. *Tobacco use and related disease:* conditions including COPD/Respiratory illness, cancer of the trachea, bronchus and lung, and an increase in likelihood or degree of diseases related to obesity
3. *Mental Health and related issues:* conditions including alcoholism, illegal drug use, and prescription drug abuse.

b) Facility prioritization

In addition to the community rankings, Novant Health Rowan Medical Center reviewed the top five diagnosis codes for inpatient and outpatient hospital emergency room visits year-to-date January to July 2015.

Novant Health Rowan Medical Center Emergency Department
Top 5 Diagnoses YTD Jan-July 2015

Inpatient		Outpatient	
Diagnosis	Volume	Diagnosis	Volume
Pneumonia, organism NOS	199	Urin tract infection NOS	772
Urin tract infection NOS	124	Chest pain NOS	534
Chest pain NEC	36	Chest pain NEC	496
Chest pain NOS	28	Acute uri NOS	451
Noninf gastroenterit NEC	28	Lumbago	383
Acute bronchitis	11	Headache	332

A review of the hospital emergency room visits indicated that many of the top inpatient diagnosis codes are correlated with the chronic diseases identified in the CHA. Upon analysis of the outpatient diagnosis codes, it was apparent that many of the patients seen had symptoms that could be related to a number of chronic conditions, including (but not limited to) heart disease and/or stroke, and chronic issues related to aging.

Upon a comprehensive review of the community's recommended prioritized outcomes 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 three top significant health priorities for Novant Health Rowan Medical Center:

1. Obesity-related Chronic Disease
2. Cancer
3. Behavioral health

III. Issues for remediation

In the following section Novant Health Rowan Medical Center will address each of the top three prioritized needs. Each need includes actions that must be taken to achieve improved community health. Outlined within each need, Novant Health Rowan Medical Center will identify the description of need, programs, resources and intended 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 Novant Health Rowan 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 Rowan 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.)

a) Priority 1: Chronic Disease, including diabetes

From 2010-2014 cancer and heart disease were ranked as the first and second leading causes of death, respectively, in Rowan County and in the state of North Carolina. Analysis of the Cause of Death statistics shows that Rowan County has multiple causes of death that are higher than the state average: Heart Disease, Diabetes, Kidney disease, Stroke, Cancer, Chronic Lower Respiratory Disease and Pneumonia and Flu. Each of these causes of death is directly correlated with a chronic disease.

Programs, resources and intended actions to address chronic disease, including diabetes: Novant Health Rowan Medical Center offers community based services including education for chronic disease prevention, as well as glucose and A1C screenings. All of 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.

SIGNIFICANT HEALTH NEED		
CHRONIC DISEASE, INCLUDING DIABETES		
COMMUNITY BENEFIT ACTIONS	PROGRAM	INTENDED OUTCOME
Community Screenings	Remarkable You community screening initiative including BMI, blood pressure, & diabetes	Early detection of undiagnosed prediabetic and diabetic participants will increase
Community health education	Community education lectures on chronic disease prevention and general health education	Knowledge level of participants will increase and participants will learn new skills to change unhealthy behaviors

b) Priority 2: Cancer

Cancer is ranked as the first leading cause of death in Rowan County and the State of North Carolina. In Rowan County, the mortality rate from cancer is 13.4% higher than the NC State mortality rate. The mortality rate for cancers of the trachea, bronchus and lung are 20.2% higher in Rowan County than the NC State mortality rate.

Programs, resources and intended actions to address obesity: Novant Health Rowan Medical Center offers programs to address cancer prevention and smoking cessation. All programs are intended to assist participants in making key behavior changes to lower their risk for cancer.

SIGNIFICANT HEALTH NEED		
CANCER		
COMMUNITY BENEFIT ACTIONS	PROGRAM	INTENDED OUTCOME
Community education	Smoking cessation courses and resources	Knowledge level of participants will increase and participants will learn new skills to change unhealthy behaviors

c) Priority 3: Behavioral Health

In the 2015 Community Health Survey, nearly 36% of respondents said that “feeling sad or worried keeps them from going about their normal business”. The NC State Center for Health Statistics reports that the average number of poor mental health days in Rowan County in the last 30 days is 4.3, which is .7 higher than the NC State average. In addition, Rowan County has the worst suicide rate among its peer counties, and community members rank illegal drug use (70%), abuse of prescription drugs (67%) and alcoholism/alcohol abuse (66%) as a substantial problem for Rowan County.

Programs, resources and intended actions to address behavioral health: Novant Health Rowan Medical Center provides community education focused on mental health, as well as community based behavioral services and other community partnerships to address substance abuse. All programs and services are intended to assist the community with varying needs of mental health support at times when they are needed most.

SIGNIFICANT HEALTH NEED		
BEHAVIORAL HEALTH		
COMMUNITY BENEFIT ACTIONS	PROGRAM	INTENDED OUTCOME
Recruitment of an Outpatient mental health professional to provide behavioral health treatment	Behavioral health social and environmental improvement	Increase the number of underserved community members receiving behavioral and mental health treatment and decrease barriers of access to behavioral health services

IV. Unaddressed health needs

Although Rowan 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:

Health Needs	Local Community Resources Addressing Needs
<ul style="list-style-type: none"> - <i>Access to care</i> - <i>Chronic disease and diabetes</i> - <i>Maternal and infant health</i> - <i>Mental health</i> 	<ul style="list-style-type: none"> • The ARC of Rowan • Rowan Vocational Opportunities • Rowan County Health Department Family Health Services • Community Care Clinic of Rowan County, Inc. • Good Shepherd’s Clinic • Family Crisis Council • Cabarrus County Group Homes, Inc. • Timber Ridge Treatment Center • Ascend Psychological Services, PLLC • A Safe Place Counseling • Carolina Counseling and Consulting • Carter House of RHA Behavioral Health Services • Clinical & Forensic Psychological Services, PC • Genesis A New Beginning • Hopebound Christian Counseling • Counseling Associates, PA • McCombs Counseling & Consulting • Quality Care Developmental Services • Cardinal Innovations • The ARC of Rowan • NAMI Rowan • Gentiva Home Healthcare • Prospect Care Services • Advanced Home Care • Angels at Heart • Atlantic Coast Home Care Agency, Inc. • Bayada Home Health • Changing Hands Home Health • Comfort Keepers • Home Health Connection • Home Instead Senior Care • Kesler Home Care

	<ul style="list-style-type: none"> • Maxim Home Care • Peace Havens Home Care LLC • Personal Touch Home Care Team • Quality Care Developmental Services • Superior Home Care • Tender Hearted Home Care
<p>Community resources addressing:</p> <ul style="list-style-type: none"> - <i>Alcohol and Substance abuse</i> - <i>Lifestyle factors such as lack of physical activity, overweight and obesity</i> - <i>Smoking and tobacco use</i> - <i>Social issues including Transportation, Poverty, Housing and Unemployment</i> 	<ul style="list-style-type: none"> • Alcohol Abuse Chemical Dependency Counseling Service, LLC • CHOICES Substance Abuse Treatment • Daymark Recovery Services • Alcoholics Anonymous – District 21 • Dimensions Dance Arts • NCSU Cooperative Extension/Rowan Center • Rowan Helping Ministries • Grateful Heart • Main Street Mission • Rowan County Department of Social Services • The Forum- Health club • TOPS Chapter (Taking Off Pounds Sensibly) • Rowan Transit System <ul style="list-style-type: none"> ○ RITA (Rowan Individual Transportation Assistance) ○ Rowan Express • Transit Operations – Public transportation in City of Salisbury • Helping Hands Specialized Transport, Inc. • Latino Express of Rowan Inc. • Quality Transport • Secure Comfort and Transportation • Your Personal Wellness Center • YMCA of Rowan County

V. Role of the board and administration

The Novant Health Rowan Board of Trustees and Novant Health Rowan 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).
- Reduce the number of children and adolescents who are considered obese (Healthy People 2020; NWS-10).

Heart Disease and Stroke

- Increase the proportion of adults who have had their blood pressure measured within the preceding 2 years and can state whether their blood pressure was normal or high (Healthy People 2020; HDS-4)
- Reduce the proportion of persons in the population with hypertension (Healthy People 2020; HDS-5)

Cancer

- Increase the proportion of women who receive a breast cancer screening based on the most recent guidelines (Healthy People 2020; C-17).

Mental Health

- Reduce the suicide rate (Healthy People 2020; MHMD-1)
- Increase the proportion of adults with mental health disorders who receive treatment (Healthy People 2020; MHMD-9)